

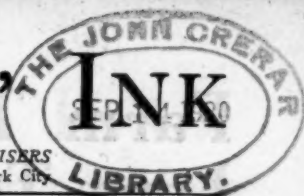
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PRINTERS' INK

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VOL. CXII, No. 11 NEW YORK, SEPTEMBER 9, 1920

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STEINWAY

THE INSTRUMENT OF THE IMMORTALS

Faithfulness to the great traditions of the Steinway Piano and a keen appreciation of the efforts of associates in business, have always been characteristic of Steinway & Sons.

One example of this spirit consists in the fact that four generations of the Steinway family have personally engaged in the making of the Steinway Piano, and each generation has contributed some significant advancement toward its perfection. Another example consists in the fact that for more than twenty years the firm of Steinway & Sons and the firm of N. W. Ayer & Son have worked hand in hand.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CLEVELAND

CHICAGO

Farm Trade Offers Long Term Certainty

The crop forecast for 1920 indicates one of the largest yields of foodstuffs.

The Federal Reserve Bank of Minneapolis reports that all small grains will exceed the ten year average.

Wheat alone will amount to 750 million bushels.

The 1919 farm income of 25 Billion dollars assured advertisers of a big farm trade this year.

The present outlook is equally promising for big farm business in 1921.

The country merchants, therefore, look forward to a large volume of farm trade this fall and NEXT YEAR.

Invest in the farm market—because it is a long term certainty.

Advertise in the Standard Group of Quality Papers—they are the dominant sales force in all agricultural America, because they have improved the living standards and increased the income of one out of every two worth-while farmers.

Sell a STANDARD farmer and you sell his neighbors too.

The Standard Farm Papers

(Over 1,150,000 Farm Homes)

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1891

Wallaces' Farmer
Established 1895

The Ohio Farmer
Established 1848

Hoard's Dairyman
Established 1870

Progressive Farmer
Established 1886

**Birmingham, Raleigh
Memphis, Dallas**

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1862

The Nebraska Farmer
Established 1859
Lincoln, Neb.

Western Representatives
STANDARD FARM PAPERS, INC.,
Conway Building, Chicago



Eastern Representatives
WALLACE C. RICHARDSON, INC.,
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

PRINTERS' INK

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VOL. CXII

NEW YORK, SEPTEMBER 9, 1920

No. 11

Choosing a Labor Policy

No Rule Is Broad Enough to Cover the Nation—Circumstances Must Govern, with Service to Public, Employees and Employers the Deciding Factor

By W. R. Basset

INDUSTRY prospers only in the measure in which it serves. It serves only in proportion to the devotion to this single purpose of the human beings engaged therein. Then follows the question: How can the human element be best organized to serve?

I am not using "serve" in any uplifting sense. It is a word that often holds a deal of cantish cheapness. Many worthy souls take it as connoting a standardized humbleness of spirit and a ritualistic courtesy. Or again it may be regarded as expedition in the delivery of packages, having on hand a complete stock—especially of goods little asked for, grinning at a customer when he comes in, and immediately reaching a working agreement with him as to the state of the weather, thanking him when he buys, or thanking him for looking at the goods and not buying.

Service is not trivial; it is large and comprehensive. It comprises the deriving of the greatest possible benefit to society out of an industrial unit. This means that the owners of the capital invested, the managers of the capital, the workmen, and the public that buys must all be the better off for its existence. There is no altruism in this large view, for unless all parties concerned are benefited by the existence of the unit, it cannot continue to exist. More than that, its prosperity is in direct proportion to the equality in which these benefits are distributed.

One hears a good deal about the iron heel of capitalistic despotism squeezing blood profit out of the poor, downtrodden worker. But I have yet to discover a company that became really prosperous when operated on the lemon squeezer principle.

The victims of an unjust industrial programme are sincerely to be pitied. But also you must extend some measure of sympathy to the originator of the programme, for the poor fellow is swindling himself.

The organization of the human element is possibly the largest part of the whole organization of business. But it is only a part and it is not the whole; also it is something different from what we call the labor problem. For it comprehends both those who work with their hands and those who work with their heads—those who fabricate and those who direct—the worker, the technician, and the executive.

The financial structure of modern business tends more and more to the separation of ownership and management so that often the high executive management is really nearer to the workingman than it is to the capitalist. A large amount of what is called labor trouble gets back to a too-strongly centralized executive control or to the fact that in the executive organization are men who would be of greater benefit to society if their talents were being otherwise disposed of.

Let us narrow our question, then, to "What is a good labor policy?"

This can be answered in a single sentence. A good labor policy is one that works.

I fear that this answer would not be considered as wholly conclusive by those who are committed to the "laboratory" method. In that school any labor policy to be designated as a good one must contain certain elements which the investigators have, by their experiments and analyses, isolated. Whether or not the policy works in practice is of small matter. My experience teaches me that the sound, comprehensive and universal labor policy that is automatic in action and always successful, is sitting beside the pot of gold at the end of the rainbow. The human being is best managed by a policy that has no more aristocratic lineage than far-seeing expedience.

It is the habit of to-day to speak very lightly of the *laissez faire* doctrines of the classical economists—to claim that the law of supply and demand belongs to the hoop-skirt period and to affect a certain superiority over those who have gone before. And yet I am not convinced that those modern doctrines which are called "radical" or "progressive" at all accelerate the progress of the world. For instance, the trades union, although it has performed a valuable service in curbing unscrupulous and therefore short-sighted employers, and has thus benefited business—even if unwittingly—has not of itself permanently advanced wages or bettered working conditions. The unions have merely, from time to time, registered the price that the increasing volume of capital must pay for the services of man. Laws may compel employers to provide air and light for their employees; but common sense teaches that it is very wasteful to pay wages to a man and then expect him to give a return for those wages when huddled into a dark, air-tight vault.

The clothing trade in New York gives convincing evidence of

these truisms. In the ten years before the war great hordes of immigrants from Russia and southern Europe surged into New York. Most of them knew only vaguely why they had come and few had the money to go further. In a general disillusionment the only employment that offered was to work with the needle, and at whatever price and under whatever conditions the employer chose to impose. The employer was the master because he held in his hand the means of existence. It was work or starve. The newcomers were glad to be permitted to exist. The employers saw to it that they did not have a chance to be glad over anything more than mere existence. The wages were pitiful. The slaves could not strike. They never thought of striking.

But when the war shut off immigration—when the stream dried up—then other trades began to call for men, and no longer did the sweat-shop owner hold the power of life and death. He could not pick and choose his people—he now had to bid for them. He had to bid with both wages and work conditions and soon to treat with unions and strikes. Neither the employees nor the employers brought about this change in conditions. Economic forces created the new order.

We find economic and not human factors controlling in every line of industry. We may compliment ourselves as Americans on our skill in the devising of labor-saving machinery. But if we investigate we discover that our machinery devising is only a result. We had to have machinery because we did not have labor. You will find that in any line of industry the development in automatic machinery is in proportion to the scarcity of labor in that industry.

ECONOMICS NOT DEAD

During most of the years of our history, and especially during the boom times following the close of the Civil War, our manufacturers had to offer wages and inducements which provided a better liv-

Our New York Office

THE big problem in agency service has always been: Shall it be "organization" service or "personal" service? At our home office, occupying a floor in the Adams Building, 61 Broadway, New York, we believe we have succeeded in combining both forms of service for the greatest benefit of our clients.

Organization service is given by certain departments. The Research Department devotes its attention to the study of markets and other conditions in a broad, impartial way. It reveals to the manufacturer his position and establishes his objective. The problem is then taken up by the Production Department, which formulates and later executes the general plan for the attainment of this objective through advertising.

Personal service, and personal direction on the other hand, is rendered by Account Executives long familiar with advertising and merchandising problems, each directing the work on a few accounts and working in close contact with the client on one side and our own organization on the other.

Three other efficient departments complete the organization of 112 people. Immediately supporting it are five executive officers of the Company, who are constantly giving their personal supervision to the work in hand, and to the organization itself.

This is one of a series of 15 explanatory talks on our organization and our facilities. The entire series in pamphlet form—"Our Business and Yours"—will be mailed you on request.

THE H.K. McCANN COMPANY

Advertising · 61 Broadway · New York

CLEVELAND

SAN FRANCISCO

TORONTO



ing to a man than he could make on his own farm—for at that time practically anyone who wanted a farm might have one. Therefore they had to offer high wages, and, in addition to that, had to make these high wages effective by the use of machinery. A labor status is not brought about by the meeting of the minds of the employer on the one side and the employees on the other. Neither of them have had much more discretion than the puppets in a Punch and Judy show.

The economic forces have controlled. They will continue to control. This does not at all mean that we should stand still and watch the show go by. We can help to mold, not the world-wide conditions, but our own particular conditions to at least some degree, and we can thus understand how to make the more out of our own particular situation. With many elements we are bound to be unacquainted—nature acts in a mysterious way.

PRODUCTION ALONE BENEFITS ALL

One thing, however, we have learned. It is this: While the restrictions of production at an appropriate moment may bring advantage to either the employer who shuts down to sell off his stock at a high price, or to the employee who makes a group demand for increased wages at a moment when large production offers a big profit to the employer, yet in the end neither side really benefits. The permanent benefits come from an always larger and larger production at a decreasing cost—that is, with a minimum of waste. It is the part of industrial engineering to teach this latter truth through putting theory into practice.

The well-being of any particular industrial institution depends upon how well it produces and thereafter sells. Therefore, any labor policy which attempts to consider labor as apart from production, as a commodity, is bound to fail. One of the troubles with the average trades union is that while declaiming that labor is not a commodity, it insists that the

service of men should be bought in bulk and at a market price fixed by the union. That is, the union really insists that labor be considered as a commodity and have its price fixed.

We know that human beings do not always act in the same way under the same circumstances. That is the trouble with every variety of standard, nation-wide labor scheme. The man in the first-floor apartment may be yelping with joy because he has corned beef and cabbage for dinner, while the man in the second-floor apartment may be trying to murder his wife because she has provided corned beef and cabbage for dinner. An elaborate mental analysis might disclose why the one yelps and the other murders in the presence of corned beef and cabbage. Now we might well have a whole colony of anti-corned-beef-and-cabbages, and I, because I like this food combination, might insist upon feeding it to the colony and pay no attention whatsoever to the resulting riots.

So it is with a labor policy. We can be perfectly certain that a completely worked-out policy cannot be given country-wide application; and it would not be a recommendation of such a policy to prove that it succeeded more often than it failed. It would only prove that a perfect 36 is more comfortable in a 38 coat than in a 34—it would not prove that the 40's and 44's were comfortable in the standard 38.

To such an extent have socialistic doctrines influenced us that many members of the community, who would be quick to disavow even sympathy with socialism, are quite ready to agree that there can be a universal panacea. The socialists and their non-conformist brethren—the communists, the syndicalists, and the whatnots—all have their panaceas in a reorganized society. And, therefore, we non-socialists, not to be outdone in constructive thought, must needs have our universal arrangements for the ending of labor wars. Being a little uncertain of our ability to get out a complete national law to regulate labor we

Reader Loyalty

Perhaps the greatest asset a magazine can have is the loyalty, confidence and support of its readers.

Needlecraft Magazine has demonstrated its reader loyalty by the pulling power of its advertising columns and by its one million, paid-in-advance subscription list, built up mostly through the efforts of the subscribers themselves.

These characteristics distinguish

NEEDLECRAFT MAGAZINE

Reader Loyalty—Practical Content—Single Editorial
Purpose—Constant Rereading—Long Life—1,000,000
Subscribers—Paid-in-advance Subscription List

"One Woman Tells Another"



Member A. B. C.

have, of late, been taking refuge in the enunciation of labor policies, for as it is well and extenuatingly said, to state the problem is to go forward to solve it.

AN UNWORKABLE PLAN

Take the first Industrial Conference called by the President. It broke up in a row because the principle of collective bargaining could not be agreed upon. The members could not agree because they refused to find a definition of the term. The unions insisted that it meant fixing wages by agreement with the union. This is a purely technical definition without foundation in fact. The employers, on the other hand, refused to grant that the principles had any union connotation, although all of them knew perfectly well that in effect they had always bargained collectively because if the wage they offered from time to time was not attractive they could not get workers. So that conference broke up because both sides refused to be frank.

The Second Industrial Conference was organized so that it could not break up, and it rendered an interesting report which contains some general observations that are not without value.

There are others who agitate themselves over the plan of the Kansas Industrial Courts notwithstanding the fact that Kansas is not an industrial State and has had to do with one particular condition and matters cognate. There are still others who talk about the Australian system of compulsory arbitration, although that system failed the moment that the members of the boards stopped playing at Santa Claus.

No very elaborate organization is required to grant raises in wages—a first-class rubber stamp, an ink pad and a small boy could perform all of the functions of the average industrial court.

We had some experience with labor boards during the war. We had many ingenious gentlemen traveling about the country raising wages. We had the War Labor Policies Board clothed in college wisdom and talking nonsense.

Among the several very remarkable policies which that board enunciated in fair language was the differential in favor of shipyards, with the further provision that every shipyard in the country should pay the same rate regardless of the skill of the management or the local cost of living. This, of course, resulted in extraordinary wages being received in those yards where the management had applied science to the working out of adequate piece rates and the planning of work. As a by-product of this ruling we had the strike of the machinists on the railways. These men could not understand why, with Uncle Sam holding the bag, they should get one rate in a shipyard and another rate in a railway shop for doing exactly the same work! And no one could help them to such an understanding.

A uniform policy may operate with fair success in a small, homogeneous country. But even England cannot well manage under the somewhat broad industry policies of the Whitley Councils—they are not a success. The Socialists always want universal rules but the principles of Marx, that are in the mouth of every radical, are in process of being interpreted in Russia so that now about the only thing the old gentleman could claim credit for if he were alive, is the general title.

It is results that we are after, not principles. Principles are valuable in guiding thought, but they are dangerous when considered as positive instructions. Take one of the questions on which disagreement is most violent—that of the relative efficiency of the closed as against the open shop. Carefully selecting my cases, I can prove that either the open shop is infinitely to be preferred; or I can turn around and prove the opposite. Whatever conclusion I present to you will be worthless to an individual corporation manager seeking information. Because I prove that the open shop is better or because I prove that the closed shop is better will not in the least

(Continued on page 166)

Sixty-eight thousand Brooklyn families would make some picnic. Imagine for a moment their needs for even a day.

The real picnic, however, is wide open for the advertiser who talks honestly to these Standard Union families.

How the Tire Industry Is Readjusting Itself

Taking Breath, for First Time in a Long While, Preparatory to Big 1921 Business

By Edward S. Babcox

AKRON, the capital of the world of rubber, produces perhaps 60 per cent of all tires. To-day, it is safe to say over five million of the eight million motor-driven vehicles of America ride on Akron tires.

During July and August, for many years, there has been a shortage of tires. This year, the unexpected happened and there were enough to go around. So exceptional and unusual is this that men who do not know how solid is the rock base of the industry, are asking strange questions. Wild rumors are afloat. I am glad to have this opportunity to tell PRINTERS' INK readers the facts as I see them.

There has been a slowing up in the demand for tires and this seems to have sprung from three causes:

1. There was a reduction in the output of automobiles, due to poor transportation, power difficulties, weather conditions, general attitude of the public and difficulty in securing steel.

2. The second factor has been the state of mind of tire and accessory dealers and jobbers, in that they were reluctant to carry large stocks because of difficulty in financing and to rumors that prices might go down.

3. There has been an exceptionally large output of cord tires giving a mileage, some say, averaging 50 per cent greater than fabric tires. This reduces by a considerable fraction the number of tires per year used by each car and reduces the base figure on which much tire marketing was planned. For example, five fabric tires were formerly figured as the annual requirement of each car. To-day, statisticians say three and one-half cord tires per year is sufficient. The differ-

ence applied to an output of some forty million tires in 1920 would leave a considerable number unsold.

It is reported that some car manufacturers are figuring on using fabric tires instead of cord tires on their 1921 output, thus saving the buyer about \$100 per car. It is significant that a difference of \$100 has come to be a factor in the purchase of an automobile. Formerly, this difference in price was of little consideration. It was simply a matter of getting a car and getting it quickly. With it all has come a greater demand for repair stocks such as tube patches, blow-out boots, etc., from the dealers. Motorists are getting more mileage out of every tire. With all the education and work of past years by the tire manufacturers, motorists have learned how to conserve tires and lengthen out the mileage. They know that a small cut in a thread, if sealed up quickly, may add 500 to 1,000 miles to the tire because sealing it up keeps the water and sand out and prevents premature blow-out. In the aggregate, this fact has sold more repair materials but fewer tires.

HOW IT AFFECTS ADVERTISING

There have been some cancellations of contracts. For the most part, however, tire companies are sailing along under reduced power but with characteristic momentum and poise which will enable them to meet any storm and weather it.

The present condition was foreseen months ago by leaders of the industry, and the tire people were ready for it. It may take some months to absorb the present stocks of tires throughout the country, but it is predicted by one of the largest companies that No-

A Short Cut

You, as a live manufacturer, are on the lookout for new markets. Every owner of a fruit farm either has now or soon will have an automobile, a truck, or a tractor. He needs things that you have for sale. The columns of the **AMERICAN FRUIT GROWER** present the short cut by which you can reach the 200,000 fruit growers of this country. They cover the field completely and directly. That is the reason that during the first six months of 1920

3,448 lines of Spark Plug and Magneto Advertising

Appeared in the **AMERICAN FRUIT GROWER**.

AMERICAN FRUIT GROWER

CHICAGO

The National Fruit Journal of America

Guaranteed minimum circulation, 200,000 monthly

Members of Agricultural Publishers Association

Members of Agricultural Editors Association

SAMUEL ADAMS, Editor

ROBERT B. CAMPBELL, Publisher

J. E. FORD, Director of Advertising

vember first will see production figures going up. Another very large company recently issued a statement guaranteeing prices against decline before November first.

There is every evidence that drastic changes are being made in sales and advertising policies. Sales organizations are being weeded out and strengthened. One good man seems to be replacing two who were mediocre. About the same policy is being applied to sales organizations as was applied in a certain factory in June when several hundred men were laid off and there was no perceptible reduction in total output per day.

So, in a large measure, this present temporary lull is giving manufacturers an opportunity to dry-dock the ship and scrape off some of the barnacles. The advertising manager of one large company has been in Europe some months investigating foreign conditions. The advertising manager of another company of about the same size is spending most of his time in the great agricultural regions of the West, studying the farm markets, preparing for the dawn of a new selling programme. Over 70 per cent of all automobiles are used by farmers. This means about 75 per cent of their tires find their way ultimately to farmers.

Other companies have their men in the field, studying conditions. Sales department men who were accustomed to sit at desks from Monday morning to Saturday noon are now out in the territory doing every thing they can to move the tires. And when the Akron rubber companies get busy on a project like this, you can rest assured that the tires will move, because Akron men are accustomed to accomplishing what they set out to do.

It is a time of re-adjustment. The net of it is that there has been an over-production of tires but that when the present surplus is absorbed, there will be large business during 1921, for large and smaller companies alike.

Some evidence of the virility and basic soundness of the industry may be gained from the fact that recently one of our great organizations sold an issue of thirty million dollars of stock and all of it practically through its own salesmen to dealers, jobbers and car owners. The tire business for years has been exceptionally big—so much so that conditions approaching normal appear to some of us on the ground like a slump.

As compared with many businesses, the tire industry is young. It will profit from this experience as any youthful business or individual profits from an occasional bump. At the core, the tire industry is solid, sound and substantial and the outlook for 1921 is good.

The other day, in one of the Akron banks, I met an elderly man, a pillar in the town and one of the founders of a big rubber company. He has held various positions for many years and recently retired. He holds large stock interests and I asked him if he thought that the stock in his company would go as low as a certain figure. He replied, "I do not know how low it will go but I think I know how much it is actually worth."

He intimated by his stolidity that he had supreme confidence in the company and, in fact, knew that its stock was actually worth more than it was selling for that day.

Glen Buck Adds to Staff

Andrew Cutler Wylie, for several years general attorney and executive of the Chicago offices of the Fidelity and Casualty Company of New York, has joined the forces of Glen Buck—Advertising, Chicago, and will direct the promotional and research work there.

Poor Richardites Will Honor Rowe Stewart

The Poor Richard Club, Philadelphia, will give a dinner in honor of Rowe Stewart, the new president of the Associated Advertising Clubs of the World, on September 16.



Money Grows Out of the Ground in Iowa!

Iowa will harvest over three-quarters of a billion dollars of crop wealth this year. The U. S. estimate of Iowa's corn crop alone, is 412,000,000 bushels.

Business is always good in Iowa and this year is no exception. Babson advises his clients to go after trade in the agricultural west because depression always affects crop states last.

Over one hundred thousand city and rural families in Iowa depend upon

The Des Moines Register and Tribune

(Morning and Evening)

for news of the world and state.

This circulation is concentrated in the center two-thirds of Iowa and represents the cream of the state's buying power.

Daily and Sunday circulation is double that of any other Iowa newspaper.

Ask for maps visualizing our circulation distribution.

The Register and Tribune Co.
Des Moines

Gardner Cowles, Publisher
Harry T. Watts, Adv. Mgr.

REPRESENTATIVES

I. A. Klein
Metropolitan Tower
New York
John Glass
Peoples Gas Bldg.
Chicago

W. R. Baranger Co.
San Francisco
Los Angeles, Seattle

Collier's

THE NATIONAL WEEKLY

Get a copy



LEE Puncture Proof Cord Tire



LEE one
with
a tube

NOW—we are further in the perfection. Lee Puncture-proof Cords represent the final word in tire design—a tire built to the particular Lee standards—the best and construction—and—puncture-proof.

For years, Lee tires, both cord and fabric, have led in mileage satisfaction, never failing to make good a liberal mileage guarantee.

Today our proof of performance is strengthened by an unqualified guarantee against punctures.

What's a mighty advance in tire comfort, economy, representing a material saving of time, trouble and expense in re-tiring.

Any Lee dealer—and there are Lee representatives everywhere—will fit your car with the Lee tire best calculated to give you greatest satisfaction.

Look for the "Lee" name in your telephone book.

LEE TIRE & RUBBER CO.
Executive Offices 245 West 55th Street
NEW YORK CITY

BASTON MASS. CINCINNATI OHIO

Lee Tires and Collier's

The Lee Tire &
Rubber Company
has chosen Collier's
as the backbone of
its 1920 national ad-
vertising campaign.

Collier's
THE NATIONAL WEEKLY

J. E. WILLIAMS, *Advertising Manager*



Baltimore Buyers Ask Merely for "Macaroni." Why Not YOUR Brand?

BALTIMORE grocers tell us that Baltimore housewives when purchasing macaroni ask merely for "a package of macaroni"—not even for a "pound" package!

Also, that the impression among the trade is that one brand has no more to recommend it than another. If they have ever heard of an outstanding characteristic of any particular brand, they have forgotten it.

Truly this is an opportunity for the manufacturer of macaroni, spaghetti and noodles! If you're that manufacturer why not take advantage of such a chance to make YOUR brand the one asked for, thus increasing your sales to far above the average? Go after Baltimore consumers and point out the merits of YOUR product! Reach them through an intensified "reason why" campaign in Baltimore's great afternoon paper, The NEWS, which is read by the housewife at a time when she is most receptive to suggestions. In Baltimore there are 120,000 homes; 90,000 of these are occupied by white people who speak English, and of its total circulation of little more than 100,000, The NEWS sells 87,000 copies every afternoon in Baltimore city.

Our report on Macaroni, Spaghetti and Noodles gives the number and names of brands on present market, leaders, percentage of sales and distribution, activity ratings, reports of wholesale firms and retail dealers, etc., etc. If you're interested in a copy request it of us on your business stationery.

The Baltimore News

Goes Home and Stays Home

DAN A. CARROLL
Eastern Representative
Tribune Building
New York

Have a web
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago

Fish Firm Finds Big New Seller in Housewives' Old Dish

Patient Investigation Showed There Is a Market for Canned Fish Cakes Ready to Fry, and Gorton-Pew Fisheries Co. Seizes Opportunity

By Edward T. Tandy

FOR more than sixty years the name of Gorton-Pew has been a familiar one throughout the East. The well-known fisherman trade-mark that stands for salted cod and other cured fish can be seen in almost every provision store and speaks from many a poster. But now by adopting a new product, slightly outside of its established line, and by advertising it dominantly in newspaper space, the famous old Gloucester fishery firm has found a big and profitable market previously undreamed of—and it is carrying the name of Gorton-Pew, together with its entire line of fish products, further than it ever went before.

When food prices began soaring toward the end of the war and the plea went forth, "Eat more fish," the suggestion was made that if Gorton-Pew could prepare a new economical fish dish, that product would at once become a highly popular item in the weekly budget of the hundreds of thousands of households the country over troubled by the ever-rising prices of meat and other foodstuffs. That this was probable seemed obvious. The first question, however, was: What new fish dish was possible? What fish dish was there that was suitable and not already on the market? The answer was not easy.

Naturally the company was not keen to jump in the dark at a mere probability. If the new line failed, its failure might create a backfire that would injure the company's old and well-established line. Again, of all lines, a new food product demands the utmost caution. Guesswork in such a case does not do.

It was true that everybody was saving "Eat more fish!" That did not help very much. Fish was plentiful enough, fresh, cured and

canned. Fresh fish was out of the question in the majority of cases. Salted fish, while popular, required work for its preparation, and housewives often had not time for that. Then there was the difficulty resulting from the custom of serving fish one day a week at the most, even only one meal. Was it possible that a new fish dish could be found which would be so attractive that it would overcome all these difficulties?

Not much thought was necessary to see that what was wanted was something that would not add to a woman's work. Nor was it difficult to see that it must be something which would make an attractive meal at practically a moment's notice and could be served hot and appetizing. It was obvious also that, whatever it was, the new dish would have to have the advantage of low price and never-failing supply of the necessary raw materials for its production.

A glance over the shelves of the provision stores seemed to suggest that the field was already pretty full. But a long look failed to find that those shelves really contained just exactly the sort of thing that the Gorton-Pew people had in mind.

AN OLD HOME-MADE PRODUCT HIT UPON

Eventually the investigators turned away from the consideration of new ideas. For the time being, at any rate, the thought of inventing some entirely new fish dish was postponed. Search was made among the good old domestic fish dishes with the view to finding some popular one which might form the basis of the much-sought-for new idea.

Codfish cakes soon stood out as apparently the best bet. Everybody knew them. But Gorton-

Pew wanted to be quite sure. Before the company would take so bold a step as the making and canning of codfish cakes there were many problems to be got rid of. Women had never bought codfish cakes, but always made them at home. Perhaps they would not buy them. Perhaps there were so many varieties of tastes that what might be called the national codfish cake taste did not exist or could not be discovered. Again, the majority of women made fish cakes from left-over fish—might not the success of ready-to-fry articles damage the regular fish trade and do more harm than good to Gorton-Pew?

Thereupon there was started an investigation so broad that the work of collecting and reducing the data took two years. In many ways this investigation was remarkable not only for its scope but for its results. It certainly took the guess out of the question, and its cost was far more than saved later. It enabled the company to take every step with the absolute certainty of being on the right trail.

PRELIMINARY CHECK-UP BY WOMEN

Women in every State of the Union, to the number of no fewer than 10,000, were consulted by means of a questionnaire. If there had been nothing more to the replies than just the fact that the women did reply, that would have been sufficient justification for an enthusiastic start with codfish cakes, the percentage of replies was so high. The questions the women were asked included these: Do women like codfish cakes? Do children like them? Do men like them? How should codfish cakes be made? What do you find the best proportions of the ingredients? Would women buy them ready-to-fry? How often in the week could fish cakes be served? At what meal or meals? What kind of package should they be packed in? If you prefer fish cakes made of some other fish than cod, please say which fish you like best.

The answers showed conclu-

sively that codfish cakes would be popular. But they showed more than that. They showed that codfish cakes would be welcomed in many homes as a new and handy breakfast dish and in many others as a useful supper dish, and that they were generally so much appreciated that if they could be bought good and ready-to-fry and not too dear, they would be served on an average two or three times a week, not exclusively as a dinner dish, but also for breakfast, lunch and supper.

The expression "ready-to-fry" was used so frequently by the women in their replies that it was subsequently added to the name adopted.

Many of the women sent their own recipes, and from these was deduced the standard recipe—half fish, half potato.

Later, further tests were made with the actual product, but before that point was reached several new difficulties arose and had to be cleared away. Then special machinery had to be designed and made and a factory erected.

It was found that some potatoes did not retain their whiteness after "processing," the final stage of canning. Practically every kind of potato in the country was tested. The choice went to the mealy Maine variety which remains snow-white after subjection to the greatest heat of processing. During these tests the question of the right method of cooking was also solved. It was proved that the best results were obtained by boiling the fish and potatoes together instead of separately. Finally the codfish cake got to the point where it could be made, finished and packed without once being touched by hand, except for digging out the "eyes" of the potatoes.

The fish and potatoes are measured in the correct proportions into huge aluminum baskets, which are placed inside aluminum kettles made especially for the purpose. After cooking and draining, the mixture is poured into grinders, and from the grinders into mixers, where the seasoning

is added. A thorough mixing is given to insure evenness of distribution and texture. The fish-cake paste then passes into the fillers and is forced into enamelled cans which are processed and automatically sealed.

Still came further tests. Two thousand cans of codfish cakes were made and sent to homes in two cities in every State, together with a questionnaire asking for a report of opinion as to flavor, convenience and price. In that way was finally settled the question of correct seasoning, and it was found that no mistake had been made in the matter of size of can and price.

That the investigation had enabled the correct deductions to be made was proved immediately the new product was put upon the market seven months ago. Initial orders for a single case, given on the reputation of the Gorton name, were quickly followed by orders for five and then for fifty cases. The Gloucester fish-cake plant is now turning out 30,000 cans a day and after only seven months is doing a business equivalent to \$720,000 a year.

The method of marketing adopted is interesting because the situation was somewhat unusual.

In its cured-fish business the company worked exclusively through jobbers. It was decided to start the codfish cakes exactly as if it was a new business by a new firm, and not let it interfere with the fish trade in the hands of the jobbers. One by one, fifty of the largest cities of the United States were visited by the Gorton-Pew group of specialty salesmen, thirty in number. The advertising to be done was shown and orders were taken—most of them small. As soon as the city was stocked, the full-page advertising in the local newspapers was begun. So did the consumer buying of the codfish cakes.

As a try-out for this, after the name-plate and can label had been chosen by contest and the advertising appeal settled also by contest, a preliminary advertising and selling campaign was con-

ducted in twelve moderate-sized cities. The result is said to have been a phenomenally large business in each of the twelve cities.

Now that the codfish cake business is firmly established, the jobbers also handle orders if they wish to do so.

Another interesting result of the long investigation was the proof it afforded that no purely educational copy would be necessary in the advertising. But a still more surprising result was discovered in practice. One piece of copy has proved sufficient to put over the new fish dish. A detailed campaign was prepared; it still is waiting to be used when the plant can take care of the demand.

The factory is arranged on the unit plan and new units are being added as rapidly as possible. As the output permits, more cities will be covered by the salesmen, and more pieces of copy perhaps will be used. In cities where the newspapers have rotogravure sections the one-piece campaign has been occasionally repeated in the roto pages, usually 168 lines over two columns. The copy ties up cleverly with the original Gorton-Pew fish business.

And it has been found that this new leader has increased the firm's cured-fish business. At any rate, the pace of increase in that business is said to be greater now than at any previous time in the sixty years the fisheries company has been in existence. So marked has been the success of the ready-to-fry codfish cakes, the Gorton-Pew Fisheries Company says they are the first of probably a dozen canned sea-food products which the company hopes to develop and put upon the market.

A. W. Munn, Art Director, N. W. Ayer & Son

A. W. Munn has been made art director of N. W. Ayer & Son, Philadelphia. Mr. Munn has been with the Ayer agency for some time.

Selsor with "New Republic"

Mark A. Selsor, formerly advertising manager of *Current Opinion*, is now advertising manager of the *New Republic*, New York.

The Proper Form of "Release" from Photographic Models

An Important Detail Advertisers Must Bear in Mind

THE ICY-HOT BOTTLE COMPANY
CINCINNATI, O., Aug. 24, 1920.

Editor of PRINTERS' INK:

The writer has tried to locate an article dealing with the use of living models in advertising and what points should be taken into consideration in securing from these models a release from all claims for the use of their photographs. We suggest that it would be a very good idea to publish this information in PRINTERS' INK, since many concerns are using models for their photographic illustrations and would appreciate information as to the proper form of release to be obtained from these models, so that later on they will not have any claim to the use of their photographs.

RUSSELL L. COOK,
Advertising Manager.

IN the opinion of many advertisers and photographers who employ models to give life and action to photographic illustrations designed for advertising use, a simple receipt, or combination receipt and "release," will answer all purposes as attesting the willingness of the subjects to have their pictures used for publicity purposes. A form that has found favor would be phrased as follows: "Received, from The Icy-Hot Bottle Company, the sum of five dollars (\$5) for services as model in the production of photographs for publication, to which photographic subjects I hereby release all claims, rights and titles. (Signed) Mary Doe."

An even more comprehensive form, that has successfully stood test in court, is that which is designed merely to afford evidence that the model has accepted pay for services. Such a memorandum would read: "Received from The Icy-Hot Bottle Company, the sum of five dollars (\$5) as payment in full for all services and rights to photographs. (Signed) Mary Doe." The theory of this terse acknowledgment is that, by its acknowledgment of a consideration paid and accepted, it lifts the transaction out of the class of ordinary photographic

portraiture, wherein the subject, having paid the photographer for his services, is accounted, in effect, the owner of the negatives.

The above forms, while they have proven all-sufficient—even unto thwarting an occasional unscrupulous model who has attempted blackmail—have been evolved, it should be noted, by photographers and advertising agencies that are wont to employ models and obtain photographs without knowing at the time of the sitting to precisely what advertising use the resulting pictures will be put. Where, as in the case of The Icy-Hot Bottle Company, an advertiser is contracting direct for the services of models, it is possible, if desired, to make assurance doubly sure by stipulating that: "In consideration of said sum, payment of which is hereby acknowledged, permission is given for the use of the photographs for which I have posed, in any and all of the advertising of The Icy-Hot Bottle Company."

Going even farther, some advertisers, who deal direct with models, incorporate a specification of the forms of advertising to which license for reproduction extends, as, for example, "magazine advertisements," "calendars," etc.

In the case of minors, release should, of course, be obtained from parents or guardian. Some photographers and advertisers employing as models women who are known to be married, make it a rule to secure the written consent in each case of the husband. This rather superfluous precaution is the outgrowth of the not infrequent instances in which men who have subsequently married women who had been employed as models have made vigorous, but futile objection to the continued use of photographs made when the subject was single.—[Ed. PRINTERS' INK.]



Seal of Philadelphia

Selling Soap to Mechanics and Motorists in

Philadelphia

Removing grease and grit from the hands and face is a hard thing to do with ordinary soap.

There are now many meritorious soaps and pastes in the market that perform this service well and without injury to the skin.

Philadelphia presents a waiting opportunity to some manufacturer of a soap of this kind.

As "The Workshop of the World" it contains probably more mechanics than any American city, its 16,000 manufacturing plants employing about 300,000 men.

About 80,000 motorists, and 18,000 drivers of motor trucks and business vehicles also form an additional army of consumers of grease and grit soaps.

Then there are many thousands of consumers scattered in the smaller towns and communities embraced in Metropolitan Philadelphia.

If you have distribution here in Philadelphia why not make it thoroughly efficient so that it yields you maximum returns? Advertising in "The Bulletin" will make it possible.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending April 1, 1920, as per U. S. Post Office report: 466,732 copies a day.

"In
Philadelphia
nearly everybody
reads the
Bulletin"

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

A single plant in
Philadelphia turns
out over 9,000,000
cans annually.



SCRIPPS NEWSPAPERS

The Cleveland Press

First Newspaper—Fifth City

First in Daily Circulation and Advertising Volume

The Press is an afternoon newspaper with a larger circulation than any other daily newspaper in Ohio.

The Press has more HOME-DELIVERED, HOME-READ circulation than any other daily newspaper in Ohio.

The Press carries more local display advertising than any other Cleveland daily. It is the FIRST newspaper of the FIFTH city.

LOCAL DISPLAY ADVERTISING IN CLEVELAND DAILY PAPERS FOR JULY, 1920

		Gain
PRESS	1,046,612 lines	291,676 lines
2nd Paper (morning)	671,972 lines	208,096 lines
3rd Paper (evening)	805,504 lines	246,750 lines

During July The Press exceeded the second paper by 364,640 lines of local display; and the third paper by 241,108 lines of local display.

The Press covers 95% of the English-speaking homes of Cleveland.

SCRIPPS NEWSPAPERS



THE Scripps Newspapers are notable for their fearless journalism, their honesty of purpose, their vigorous championship of the ideas upon which American well-being depends.

It is noteworthy that Scripps Newspapers, at one time considered some as being somewhat "advanced" in their editorial ideas, have since then won the admiration, faith and confidence of the best people in all walks of life.

The twenty-two Scripps newspapers are:

Akron Press	Memphis Press
Cleveland Press	Oklahoma News
Cincinnati Post	Portland (Ore.) News
Columbus Citizen	Sacramento Star
Covington (Ky.) Post	San Diego Sun
Dallas Dispatch	San Francisco Daily News
Denver Express	Seattle Star
Des Moines News	Spokane Press
Evansville Press	Tacoma Times
Houston Press	Terre Haute Post
Los Angeles Record	Toledo News-Bee

Scripps Newspapers

Foreign Advertising Department

Union National Bank Building, Cleveland, Ohio

New York Office: MARBRIDGE BLDG.

Chicago Office: 1ST NATL. BANK BLDG.

The Focal Point

The distinctive function of newspaper advertising is this:

It *localizes* sales effort.

The more closely the newspaper localizes its circulation, the more efficiently it performs that function.

That is its great strength. That is its true power.

The highest point of concentration reached by any newspaper in the United States is attained by The Chicago Daily News.

94% of its nearly 400,000 daily circulation is concentrated in the city and suburbs of Chicago—the most compact newspaper circulation in the country.

No market in America is capable of such intensive development. In no newspaper can the full force of advertising effort be so economically applied as in

The Daily News

First in Chicago

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Milline—A New Term for the Measure of Advertising

The Way Lyon & Healy Pick Mediums

By Benjamin Jefferson

Advertising Manager, Lyon & Healy

NOW that Professor Einstein has measured the weight of light, at least to his own satisfaction, it seems that we might have a standard measure for the weight of advertising.

Advertising, of course, is only a form of light.

The term milline has been used for some time for this purpose, and as it appears to give satisfaction, it might be worth while to bring it to the attention of advertisers.

There is nothing new in figuring that a single page in a publication has the same value as two pages in a publication of half the circulation. This underlying thought is as old as advertising itself. Very likely the publisher of the "Cave Man's Chisel" charged more for the picture of a bird and a fish than for a bird alone. And many concerns on occasions have multiplied the size of an advertisement by the circulation of the medium, to find the advertising value. Arthur T. Emery, the analyst, for one, uses this computation among others in his business charts.

But so far as I know, the system of calling the product of space multiplied by circulation milline is original with the advertising department of Lyon & Healy. The word "milline" is short for million lines, and so is readily retained by the memory.

If we could "listen in" on the phone exchange we would hear this conversation going on to-day all over the United States:

Gen. Mgr.: "How much advertising did we do last month?"

Ad. Mgr.: "About \$20,000 worth."

Gen. Mgr.: "How much did we do the same month a year ago?"

Ad. Mgr.: "About \$15,000 worth."

Gen. Mgr.: "Then we did one-third more than last year."

Ad. Mgr.: "No, sir. Owing to the change in prices, we didn't do quite so much as we did last year."

Gen. Mgr.: "Well, how much circulation did we buy last month?"

Ad. Mgr.: "Twenty million copies, compared with sixteen million copies a year ago."

Gen. Mgr.: "Then we reached more people."

Ad. Mgr.: "No, I can hardly say that, because this year we used different-sized advertisements."

Gen. Mgr.: "How do the full pages we use compare?"

Ad. Mgr.: "It is hard to compare them because there are so many different sizes, and so many changes, etc."

Lyon & Healy began using millines to standardize their local advertisements. Then after several months of experience, they requested their advertising agency to work out millines in connection with all estimates in the national mediums. Let us take a few varied examples of different-sized advertisements:

Saturday Evening Post—1 line advertisement by 2,500,000 circulation, equals 2.5 millines.

Chicago Tribune—640 lines by 420,000 circulation, equals 268 millines.

Good Housekeeping—429 lines by 550,000 circulation, equals 235 millines.

Ladies' Home Journal—800 lines by 2,000,000 circulation, equals 1,600 millines.

Pictorial Review—800 lines by 2,000,000 circulation, equals 1,600 millines.

Woman's Home Companion—800 lines by 1,300,000 circulation, equals 1,040 millines.

The milline throws exactly the light desired by the board of directors upon advertising mediums. For instance, when the matter for a page advertisement has been prepared, and the estimate shows more mediums than can be used, a comparison of the millines reveals the advertising weight at a glance. A definite idea of the reader-appeal is presented.

Mention the six leading magazines—we can all do that perhaps. Mention them in their order by the value they present in millines. Every expert must do some figuring, so it is small wonder that pages look more or less alike to the busy officials who wish to be in close touch with the advertising, but cannot go through the mass of figures to get net values.

The development of millines, which has already been worked out, is that theoretically firms should base their advertising upon so many millines of advertising per month.

It makes no difference under this system whether you spend your money in fifty mediums or in one medium, the publicity weight is accurately gauged by the total millines.

It is conceivable that in a few years advertisers will be able to decide the proper ratio of millines to sales. Nothing could be less scientific than spending a fixed sum of money every month for advertising. This is a sad case of "the cart before the horse." Really, it is not much different from telling the advertising manager to go out and buy \$3,700 worth of catalogues, instead of telling him to send a catalogue to every dealer on the books, etc.

Another purpose of the milline is to standardize the cost. At the present time the cost of advertising mediums is arrived at by referring to a fluctuating scale. It is impossible to tell which is the cheaper medium when we hear that the rate in one is \$5 a line and the other is \$2 a line. There is no common denominator. The answer is the same which we must give in regard to so many weights and measures in the United States.

Thus when you ask how many ounces in a pound the answer is: What kind of a pound? Or when you ask what does a bushel weigh, the only correct answer is: A bushel of what?

The milline will change all this for advertisers. No longer will the rate be given in connection with the circulation of the publication, but in the cost of one line in a million copies of said paper.

What a light milline throws on comparative values!

Here is one publication which looks just like another, but is actually getting six times as much for its advertising space. Here is one daily paper which looks just the same as another daily paper, but yet is assessing its space at four times the price of its competitors.

In our survey chart we have worked out the cost of all the leading mediums in the country, from every possible angle, but none of them gives us at a single glance the definite information conveyed by the column headed "Cost per milline."

In the interest of simplicity the practice in Lyon & Healy's is to stamp the millines upon each proposed advertisement. Here is the marking which would appear on the advance proof of a 100-line advertisement in *Popular Mechanics*:

MILLINES	47
Cost per Milline	\$6.00

Montgomery Ward August Sales

Sales of Montgomery Ward & Co. for August totaled \$7,751,458, compared with \$7,619,698 for the same period last year.

Sales for the eight months of 1920 amounted to \$74,398,206, compared with \$56,761,213 for the same period in 1919.

J. C. Holme Will Join New York "American"

John C. Holme, who is in charge of automobile advertising for the *Philadelphia Public Ledger*, evening and morning editions, will become manager of the automobile advertising department of the *New York American* on September 13.

W. G. Bryan Revives Advertising Organization

W. G. Bryan, who recently resigned as publisher of the *New York American*, has announced that he will revive The W. G. Bryan Organization, the nucleus of which has been kept intact for the last five years. Until October 1 Mr. Bryan will be at his summer home in Greenwich, Conn., after which he will either enlarge his Chicago office or open a new office in New York.

The Bryan Organization will syndicate material to newspapers, primarily for the purpose of "advertising advertising," but also to help increase subscription price and revenue and conserve white paper.

Boston Export Round Table Plans for 1920-21

New England exporters, through the Boston Export Round Table, will begin their programme for the 1920-21 season with a conference at the Boston City Club on September 17, under the direction of Honorary Chairman Walter F. Wyman and Chairman Harry H. Morse.

Some of the speakers at coming conferences are: W. P. F. Ayer, vice-president of the Walworth Manufacturing Co., on "Training Men for Foreign Trade"; Professor Paul T. Cherington, secretary of the National Asso-

ciation of Wool Manufacturers, on "The Major Divisions of Exporting"; Walter C. Mitchell, vice-president of the George Frost Co., "Boston" Garters, on "Holding Up the World's Stockings," and R. S. MacElwee, director of the Bureau of Foreign and Domestic Commerce, on "The Government's Export Policy for 1921."

Will Represent Detroit "Free Press"

The National Gravure Circuit will solicit rotogravure advertising for the Detroit *Free Press* in conjunction with Verree & Conklin, Inc., publishers' representatives.

With "The Gift and Art Shop"

Harry H. Herzberg, former publisher of "The Illinois Corporation Reporter," Chicago, has joined the advertising staff of *The Gift and Art Shop*, published by Andrew Geyer, Inc., New York.

William Meade Prince with Meinzinger

William Meade Prince, until recently with Lord & Thomas, Chicago, has joined the staff of the Meinzinger Studios, Inc., of that city.

The George L. Dyer Company 42 Broadway New York

Western Offices
76 W. Monroe St.
Chicago



Newspaper, Magazine and Street Car Advertising

Publicity and Merchandising Counsel

Co-Operative Advertising to Sell a New Variety of Wheat

Six Hundred Kansas Farmers Get Together to Push the Idea of Better Crops

PRACTICALLY every State in the Union supports an agricultural experiment station. These are designed to assist the farmer in improving crop conditions. The work has numerous ramifications. One is the experimenting with seeds, the purpose being to seek a superior quality or one best suited to the locality. It has been found, however, after an experiment has achieved certain favorable results that only half the task has been accomplished. In other words, it is one thing to evolve a new kind of seed. It is an entirely different proposition to get the farmer to use it.

Usually this latter is a slow, laborious process. Free space and bulletins circulated broadcast are the customary mediums. Often these accomplish their purpose in due time. Also, quite often they do not. Experiment stations have no place in their budgets for such an item as paid advertising.

Such was the situation when the Kansas Agricultural Experiment Station originated a new variety of wheat. It had been put through extensive experiments, and the officials of the station felt they had something really worth while. The next step, of course, was to acquaint the farmers with the discovery. In due time they became interested in the new wheat. Here and there a few acres were devoted to its use. But then something developed. Local farmers found that other agriculturists some distance away had never heard of the new variety. Difficulty was met with when the grain was put on the market.

In the words of C. E. Rogers, Associate Professor of the Kansas State Agricultural College, and advertising manager of the Kansas Crop Improvement Association, the association of 600 farmers which is in back of the campaign: "The problem at the

outset of the season for extending the use of Kanred—the term applied to the new variety of wheat—was to get all inspected grain distributed.

Kanred seed was to sell at \$3.50 per bushel, approximately \$1 a bushel above market price. Obviously, growers of pure Kanred would be willing to give part of their profit if they were able to sell all their wheat. And it was also obvious that they would have to spend some money to dispose of it at the higher price.

"The secretary of the association, S. C. Salmon, an agronomist, and one of those instrumental in developing Kanred, saw that there was but one thing to do, and that was advertise it just the same as phonographs are being advertised. He wrote to the members of the Association suggesting that an advertising fund to promote the new variety of wheat be raised by charging each grower one cent for every bushel of wheat he sold. Nearly half, representing most of the largest growers, approved of this.

"We analyzed the problem as strictly a matter of educational publicity. The display advertising appeared in country papers in twenty-six counties where Kanred got a poor start last year and the year before. Classified advertising in all the farm papers in Nebraska, Oklahoma and Kansas was used. We are receiving about fifty inquiries a day, although the advertising began to appear less than a month ago."

The advertising is also attempting to get the farmer to make his seed purchases earlier in the season than customary. Farmers usually buy their wheat seed the latter part of August. The association wanted to get them started earlier, which accounts for the placing of the advertisements in the latter part of July.



Old Mr. Toad's Little Joke

by Thornton W. Burgess,
illustrated by Harrison
Cady, is the Green Meadow
Club story in the September
number of the JOURNAL.

Thornton W. Burgess is
probably the world's great-
est writer of animal stories
for children.

The JOURNAL thus far
has published eighty-nine
of Mr. Burgess' stories—
one a month for over seven
years.

The People's Home Journal
NEW YORK

For 35 Years the Magazine for Every Member of the Family

How to Think

What is going to happen tomorrow is the vital thing that affects what business men are doing today. There are five sets of facts on which business men make up their minds.



The 11 McGraw~

Straight about Business

First:—Credit Conditions. The average man in business gets this information from the banker personally, from Federal Reserve reports, from Bank Reviews, from his business paper.

Second:—The Labor Market. Facts with regard to the labor market come from the newspapers, from the business papers in the basic trades.

Third:—Transportation. He looks for these facts in the newspapers, in his own business paper, and in specialized business papers.

Fourth:—Condition of His Own Market. These conditions he judges from his own salesmen's reports, from the business papers.

Fifth:—His Own Raw Material, Machinery, and Equipment Conditions. Business Papers Only.

From six to eight pages of the fields of engineering and industry covered by the eleven McGraw-Hill publications are devoted each week to these basic facts.

Special editors and a special department in the Company called the Business News Department, organized with a far-flung chain of correspondence, provide verified news. The men in this work are in intimate personal contact with the sources of information.

The Engineering and Mining Journal reports, for example, are quoted as a basis for making contracts for all metals and minerals. The Engineering News-Record's Construction News is a basis for contracts running into millions of dollars each week.

This vital contact of the business press with the industries they serve is the special reason why business men now are reading the future by studying the business papers.

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingeniería Internacional
Engineering & Mining Journal
Chemical & Metallurgical Engineering

McGraw-Hill Company, Inc.
Tenth Avenue and 36th Street,
New York City

Hill Publications

Try it out in Representative Milwaukee

Starting Right

A successful campaign in any city depends largely upon starting *right*.

You can be positive of starting right in Milwaukee with the help of Journal Cooperation and Journal Advertising. The Journal's Market Analysis is the *first step*. Steadily increasing sales prompted by Journal Advertising follow.

Four out of every five English-speaking people in Milwaukee read The Journal every day the year around. That's why it is so economical to advertise in Milwaukee—you cover the field with The Journal at one cost.

Write for information of the Great Milwaukee Market today and other interesting facts.

The Milwaukee Journal

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York

Chicago

Sampling in Export Selling

How Leading Export Managers Get the Full Power of the Sample through Their Salesmen, Their Agents, Their Wholesalers and through Commission Houses

By Walter F. Wyman

Sales and Export Manager, The Carter's Ink Company

THE average export manager, by force of circumstance, knows of the selling power of the sample in the hands of his salesmen. Dealers rightly expect the salesman, where the nature of the product permits, to give them more of a word picture or a catalogue illustration to guide them in their purchases. To-day, as always, the dealer abroad is sold on the idea of buying from sample on many more lines than shoes and textiles.

Because American export managers yield to no men in pride for their products, it is natural that they rank high in comparison with European rivals. It is true that in years past the Belgian and the French travelers have carried samples more attractively packed. It is true that the English machinery samples in particular have been displayed in a manner which appealed more strongly to the mechanically inclined. It is true that the Italian travelers carried the exhibition idea as against the sample idea far beyond any American traveler—bar the dozen exceptions of American exporters, who, from their export start, have outranked the entire field in the exhibition-sample plan.

It is, indeed, seldom to-day that an export manager pays adequate attention to the *background* of his samples. Salesmen are frequently equipped with trunks and trunks filled with samples attractive in themselves but absolutely without material for their proper presentation. This fault will prove a serious handicap with the return of active competition and the coming of a normal buyer's market. There is a world of difference between goods bought and goods sold!

An export manager in New York was showing me through his salesrooms. He had told me

of a salesman he was about to send to the Far East. By chance he pointed to a trunk in which, he said, were the "elaborate" samples the salesman would carry on his trip. The trunk was locked and strapped ready to go on the steamer, but the export manager graciously yielded to my whim and had it opened up. It was, indeed, an interesting sight. The trunk was filled to the brim. The top layer was of samples in holiday "pretty girl" cardboard boxes.

I picked one out of the top layer—and it rattled! It may seem incredible, but from top to bottom the trunk was filled with samples free to slide back and forth with each wavelet, samples so heavy that the boxes would literally have been macerated before their journey's end. To make matters worse, no provision had been made for breakage and soilage. The samples were "one of a kind" even in the most important lines. Absolutely no thought had been given to the display of the samples. Not a single display fixture, background or sign was in the outfit.

GET THE PICTURE OF FOREIGN CONDITIONS IN MIND

Because of close acquaintance, it was permissible to read the export man a lecture on sampling—for it was sampling in its elementals and not packing on which he was hazy. When his attention was brought to focus on the function of the sample, he solved all minor problems in his characteristically correct way. The major fault was not lack of interior packing of the samples; it was the export manager's failure to visualize his samples to compete in selling goods. It was not until in his mind he saw himself in his hotel room in Bombay, after thousands of miles of travel, fac-

ing the buyer for John Collins, Ltd., that he saw the sample trunk as a sales force.

Now he has plans for one thing of which Hugh Kahler and I dreamed long ago—a trunk of repair, replacement, background and display material for each trunk of samples. Visualize for yourself the difference. The first picture is of a hotel room with samples in once attractive but now soiled and damaged boxes. The second picture is a table eight feet long by four feet wide, covered with a purple velvet, rich in color and depth of pile. Seemingly from nowhere rises its background display—a night scene on the North River looking eastward toward New York's skyscraper sky-line.

Two score of fixtures of graduated height, placed according to the layout of a master hand, held products freshly retouched in immaculate cartons. Mirrors reflect and multiply the display.

I envy the salesman who will, in a foreign city, first see in reality what we have seen in pale words!

In many lines the samples carried by the salesman must in truth be *carried* by him. Not everywhere can each buyer be given a private display in an adequate manner in the hotel room. Very often it is wisdom to show samples in direct comparison with less attractive goods on the importer's shelves. But this does not excuse lack of background for samples.

THIS DISPLAY WAS WELL PLANNED

One of the most attractive and durable salesman's sample sets I remember is for a matter-of-fact line of every-day office supplies. These samples are in trays made of black pin seal with heavy silver-plated fittings. The inside is lined with the darkest of heavy green velvet. Each bottle and package is mounted to set off its attractiveness. Each case is designed to meet the needs of the particular territory to which it will be carried. Each tray is built by a craftsman who designs and

executes the display cases of fashionable jewelers. Even the strap which makes it easy for the individual sample to be lifted from its setting is of heaviest silk perfectly matched to the velvet.

An extra supply of labels, cartons and parts is carried in the case in a specially built walker type of container. Need I add that a miniature dustless duster, sample size can of metal polish and burnisher are part of the outfit?

"Make the article look the price." Make the sample by its surroundings stand for the ability and the dignity of its maker. Make the salesman's samples back up his words, "You will find first sales easily made because of the attractiveness and convenience of the package, while your steady profit will come from the constant stream of re-orders due to the merit of the product in use."

In quizzes of export salesmen for lines as varied as tractors and pen points it inevitably develops that the larger the unit the more nearly adequate the display. Pianos, automobiles and motor boats cannot be slighted and placed out of sight—hence they receive at least a part of the attention their size compels. It is a tribute to the export art of selling phonographs to be able to record their almost invariably good displays from Mexico to Ceylon. When the product drops to smaller size, any worthy display is usually a tribute to the agent rather than to forethought of the exporter.

In the so-called headquarters of manufacturers' representatives the display of American-made products commonly reminds one of a junk shop, simply and solely because samples are sent without the slightest conception of their use.

Once in a blue moon there will be found an agent of this type who is also a born display man. There is one such in Haiti and another in Hobart. But exporters who write the copy and prepare the layout of all advertisements in local papers because they fear that their agents are not advertising experts, blindly ignore the

fact that dozens of good business men can write effective copy for one who has the peculiar ability to display samples to advantage. Display layout and material is a matter for an expert. There is no more reason why an export manager or his agent should be an adept in display than that a casual checker player should know all the variations of an intricate opening.

The first fundamental of the display of samples by an agent is that it shall attract favorable attention. Even this primary objective is repeatedly ignored. Favorable attention is not alone a matter of immediate background. I once saw in Manchester a handsomely framed display of American tool parts so hung that only the maker's name was distinguishable. To know more of the excellence of the product would have required the perilous climbing of a twelve-foot stepladder! Similarly, in North Peru there is a wonderful cabinet of beautifully finished walnut dusting itself in a corner behind a counter. What it holds no one can tell without invasion of sacred ground.

FIRST SELL THE AGENT THE IDEA OF SELLING

Before the agent can sell, he himself must be sold the *idea* of selling. Before samples will be adequately displayed by the agent he must be sold the importance of proper display and be given both the means and the incentive for such display. It is not with the idea of advocating elaborate cabinets and other display fixtures that this point of "means of display" is made prominent; it is with the idea that until maker and agent work intelligently toward a common end the sample will be humiliated to a force similar to that of a pop-gun.

Abroad, as at home, there is usually an employee who cares for and arranges for the sample displays. He is a man well worth knowing. The highest shelves and the darkest and most inaccessible corners are usually the portion of the newcomer, unless there is some proved reason for better

treatment of samples. Oldtime export salesmen never overlooked the intensely human side of sample display. Be it here recorded that the old type of salesmen, who were the only export departments their employers ever knew, placed a proper emphasis on the display of samples by wholesalers. They were not averse to spending a day with a carpenter and the stock-sample clerk. They knew the game and made it easy to give their lines prominence, even when it meant rolled-up sleeves, moving some other line, piece by piece, with the thermometer registering 110° in the non-existent shade!

One salesman of this type who sought our line nearly twenty years ago, guaranteed 200 displays in good locations by just this "strong right arm" method, and added, "Once when I put them, they stay there. Sample spaces I nailed a dozen years ago still carry the same lines, changing only as I change them." What modern salesman, with all his accomplishments and all his coaching, can truthfully make such a boast?

There are those who decry export commission houses as "middlemen belonging to a long past era." There are export commission houses who openly declare that the direct exporters "are ingrates who infringe upon ground discovered by and developed by the commission houses." The truth lies between the extremes. It is a poor exporter who fails to realize fully the possibility that the export commission house offers him in the use of samples.

The export commission house is primarily the resident buyer in the United States for importers abroad. Regardless of its sales history this is its primal function to-day, as conclusively evidenced by the fee paid by the importer for the buying service. There are countless products of such minor nature that these houses cannot afford to know more than their names. These minor products are often either technical or semi-technical in nature.

Usually they require selling—

sound, constructive selling. It is too much to expect that these houses will give time to the mastery of the technical side or, without proof of a sound and constructive sales campaign, mutual in its profits, turn over names to their customers for sales treatment. To put it bluntly, the export commission house cannot afford to give time to a minor line, nor can it wisely pass over to an exporting manufacturer one of its greatest assets—its ledger directory of foreign buyers—without full protection and probable profit.

To meet exactly this condition, a highly successful campaign has been in action now for eight years, involving a single manufacturing exporter and a score of the largest and best-rated export commission houses. The export manager of the Eastern manufacturer in analyzing his "indirect" sales by items and territories, found that importers buying through export commission houses confined their purchases to three types—standard staples, advertised specialties and advertised assortments. This average of items was one-fifth of the number appearing on orders for the same cities where direct solicitation was involved.

The export manager prepared tabulations by shipping marks proving this point. With these—plus a plan—he went to New York. His plan involved the gift of a twenty-five dollar set of samples with every order calling for the goods of his enterprise. It called, also, for the free offer of this set to all customers of the export commission house who handled similar lines. Beyond this, it called for the direct solicitation by the manufacturer of orders through the export commission house, thus placing the sales burden for this line where it belonged—on the manufacturer.

Because each detail of the plan had been published before it was presented, it was accepted just as it was presented. The export commission houses, once it was proved that their interests were

protected by a house of proved square dealings and by a fool-proof system, did not hesitate to work hand in hand, even to the extent of writing their customers urging them to take advantage of the offer, and further urging them to secure their full profit by ordering in great variety from the wide range of samples.

This simple but direct sampling campaign has increased the manufacturer's indirect sales ten-fold—and their indirect sales were substantial at the outset. This sampling campaign has placed him in direct touch with buyers previously known to him only as a symbol on a packing case. This contact has led to the sending of sales helps. It has led to displays which have quickened demand. It has changed, also, his whole relation with export commission houses, who now feel it profitable to turn to him for sales development all orders received where brand is not specified.

The sample is a tangible sales argument. It is speechless, yet its presence answers questions, so that it becomes a salesman in itself. The confidence of the maker who is willing to stand or fall on his own handiwork is compelling in sales force. If your line permits the gift of samples, capitalize your good fortune. If it compels the sale of samples, put your best sales brains on the task. If your samples cannot be given or sold to the ultimate user, strive to make it seem and be to his interest to inspect them—and make it as easy as possible to inspect them.

There is no one way in which to build world trade more rapidly than by judicious use of the sample idea. It lends itself admirably to combination with the efforts of your salesmen, your correspondence and your advertising. Your sample is in many ways more nearly your enterprise than even your salesman!

Clark with London Agency

Oliver H. Clark, formerly with Murray Howe & Co., Inc., New York, has become associated with Samson Clark & Co., Ltd., advertising agency, London, England.

Leads in Local Advertising for First Seven Months of 1920

During the first seven months of 1920 from January 1st to August 31st, The Louisville Herald carried a total of 2,688,237 agate lines of local display advertising.

This is a gain of 371,016 agate lines over the total local display advertising carried by The Louisville Herald during the corresponding period of 1919.

During the first seven months of 1920, the total local display advertising carried by The Louisville Herald exceeded that of the other Louisville morning paper by 154,917 agate lines.

During the first seven months of 1920, the total local display advertising gain of The Louisville Herald exceeded the gain of the other Louisville morning paper by 48,072 agate lines.

Local advertisers, who are on the ground, and who are able to check the pulling power of the various media from day to day, are surely the best judges of a paper's value.

Advertisers in the Louisville local field show, by the way in which they place their advertising, their preference for

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York

Western Representative: John Glass, Peoples Gas Bldg., Chicago

Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta

One of the Schaffer Group of Newspapers



The Potent Factor in Farming Today

The most progressive farmers depend largely upon farm engineering for their success. Through its Farm Engineering Department FARM AND HOME is giving its subscribers a much-valued service without cost. Farmers are informed on the proper equipment for the *farm* and for the *home* and how to obtain the best results. Their problems are individually dealt with. Impartial advice is given regarding tractors, trucks, automobiles, engines, electric plants, building construction, sanitation, drainage and irrigation—and many other modern farm needs.

FARM AND HOME is the only National farm paper maintaining such a service. Its benefits may be judged from the extent of our circulation of 650,000.



Editor K. J. T. Ekblaw

This department is under a recognized authority—K. J. T. Ekblaw, Farm Engineering Editor. By training, by experience and by nature Mr. Ekblaw is well fitted for his responsibility.

To Advertisers:

Here is a service that stimulates the demand for any article that helps the farmer to be a better farmer—to make his farm a better farm—his home a better home. Get the full details about this up-to-date service—and full information about FARM AND HOME—from your advertising agency or from us.

FARM AND HOME

The National Monthly Magazine of Rural Life



PHELPS PUBLISHING COMPANY

Member A. B. C.

Springfield, Mass.

Chicago

New York

 WHAT MAKES A GREAT NEWSPAPER?

The editorial page staff of The News includes eight men, five of whom give their entire time and thought to the page. Two of the men do not appear in the photograph.



Sane, forceful editorials

A newspaper should be sane, broad and forceful in its editorial expression. The News editorial page has these qualities. The painstaking effort is apparent to the casual reader. A page such as this is one of the *essential* elements of a great newspaper

The Indianapolis News

First in National Advertising in Six-Day Evening Field

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

 USE NEWSPAPERS ON A THREE-YEAR BASIS

Some Antics of Old-Time Advertising

Copy Plucked Out of the Limbo of Time to Prove that the Advertising World "Do Move"

By Frank D. Boyd

CONCEDING, to begin with, that the copy of 1920 is not all perfect, that much of it should be improved, and that advertising is still not far enough ahead of the first "reader," it is still very refreshing to look back on its many errors of the past—the mistakes that we now avoid unconsciously—and to cheer ourselves with the thought that every mistake we are making to-day may some day be as generally out of fashion.

When an advertisement that has taken a week's time out of our young lives to prepare has been torn to shreds over minute questions of fiddle-dee-dum and fiddle-dee-dee, let us console ourselves that even in our wildest moments we would never have illustrated the "Whitest Collar Made" in quite the gloomy way it appears in Exhibit "A"—Date, 1905.

If advertising has survived such blots on its fair scutcheon as this, is there not hope that some day an advertisement of ours may appear in public as written? Is there not a bit of sunshine in the modern advertiser's heart when he thinks of what atrocities could have been submitted for his approval had he lived in a different decade?

What motor-car manufacturer of to-day would care to take chances with Exhibit "B"—Date, 1909?

Would anyone now want to proclaim to the casual reader that his car was "\$1,000 Worth of Folly"?

Old-time advertisers may have flattered themselves that an eager public was sitting up nights to read every word of their message—but in 1920 we know better. And our copy is generally constructed so that if a reader catches only our name and headline he will at least not carry away with him a

wrong impression of our product.

We have no criticism to make of this Winton advertisement. It was published in the early days of automobiles and advertising, when copy writers had to tell people that a car's engine was in front—but it helps show how many things we take for granted to-day that were matters of guess-

Royals

TRADE MARK

THE
"WHITEST"
COLLAR
MADE

LINEN

15¢
EACH



MILDON

IF YOUR DEALER WONT
SUPPLY YOU, WRITE US
EMIGH & STRAUB-Dept CC.TROY,NY

EXHIBIT "A"—THE WHITE COLLAR OF FIFTEEN YEARS AGO

work and experiment some ten years ago.

THE EARLIEST CONTENTED COW

The wisdom of injecting humor into advertising copy is a question that hasn't been settled to this day. There probably never was a copy writer who hasn't wanted to try it at some stage of his career and who hasn't run right into that old chestnut about the alleged failure of "Sunny Jim."

In spite of the fact that the August 19 issue of **PRINTERS' INK**, in the year 1908, printed the real reasons for the disappearance of "Force" from the breakfast tables of the nation, most men still persist in thinking that "Sunny Jim" took all the sunshine out of advertising. That he was a big suc-

can see no earthly reason why real human wit, cheer and kindness should be blue-penciled out of advertising if it is the natural, happy way to convey some *real* thought. The writer doesn't know what the sales of the "Noiseless" typewriter amount to—but for natural, unaffected good humor their newspaper advertisements seem to him to be good merchandising.

At any rate, a magazine hasn't carried a piece of copy for several years that has quite the style of this first Contented Cow announcement; which shows that copy writing has changed either for the better or worse — all depending on your taste, as the old lady says.

\$1000 Worth of FOLLY



\$3000 is the market price of the best motor car there is—the self-cranking, sweet-running, six-cylinder

WINTON SIX

When you pay \$1000 (or more) for a car in the 50-hp, low-power, high-grade class, you are paying \$1000 (or more) for the maker's folly.

It represents a racing team or an endurance run (that doesn't make sense on a white horse).

Or, publicity stunts (that do not help the car a particle).

Or, interest on mortgages or overcapitalization (which doesn't put an owner more power on your driver's license).

Or, the maker's unwisdom in an array of time-saving "cut-corners," or in his extravagant selling methods (none of which adds a mile to your car's usefulness).
Thank u, your.

Get your money's worth in our sofas—as you do in the Winsome Six.
This car has no murmur.

Latest improved type—six-cylinder, 48 horse-power motor. Best magnets and best collector. First classed machine for the street. Management full bearing.

THE WHITON MOTOR CARRIAGE CO.

Member A. L. A. W.
CLEVELAND, U. S. A.
Waiting Supply House owned and operated by the company is

New York: McGraw-Hill, Inc., 1990. Pp. 160. \$19.95.
 ISBN 0-07-053111-1.

selective-type transmission. Motor's working parts fully housed from dust and dirt. 174-inch wheel base. Frame narrowed in front to allow short turns. Spacious body, suspended low on semi-elliptical springs. Four

Quiet. Sweet running. A hill climber. Exceptionally wide range of speed on direct drive. Great for slow work in traffic.

(sworn statements of the twenty owners) 104,190 miles on \$142.43 upkeep. That averages 77 cents per 1000 miles.

The Winston Six costs \$3000 to buy and practically nothing for upkeep. It is up-to-the-minute. There isn't a cent's worth of felly in its makeup or in its price.

If you want maximum air-value at minimum cost, you'll get our literature. It bristles with dollar-and-cent facts. Write today.

© 1997 THE NEW YORK TIMES COMPANY

THE WINTON MOTOR CARRIAGE CO.

Member A. L. A. B.

Depth gauges turned and operated by the operator.

New York: McGraw-Hill, Inc., 1990. Pp. 160. \$19.95.
 ISBN 0-07-053111-1.

THE WYNDHAM HUTTON CARBIDE CO.
New York, N. Y.

and William De Burgh to

.....

EXHIBIT "D"—A HEADLINE THAT DOESN'T
SEEM TO FIT

cess can be proved by turning back to your 1908 binder of **PRINTERS' INK** and reviewing the facts.

It isn't the injection of humor into advertising that is bad. It's the failure of some near-humor to succeed that has soured so many people on this subject.

"Every One to Her Taste," said the old woman in Exhibit "C," as she kissed the cow.

To which we reply that if such a brand of humor appeals to your taste, don't use it. Bad jokes never made good copy. But we

**"To Lovers of Good Coffee and
Retail Grocers"**

we have to admit that something has been said. "by heck."

Or when we remember the hosiery manufacturer who recently comforted over two million readers with the following statement:

"Isn't it wonderful to know that when you buy Blank's Hosiery you are absolutely sure of getting all the wear that is in them?"

Or words to that effect. We have to acknowledge that there are always two sides to every question—and that nobody knows

BALTIMORE

A Great Wholesale Market

☞ Baltimore, one of the greatest miscellaneous jobbing centers in America did a wholesale business of over \$614,000,000 last year. Closer to the Great Middle West, to South America and the West Indies than any other large Atlantic seaport, Baltimore is strategically located to dominate distribution over an immense area. Nearest of the major cities to the South, it is the natural gravitation point for Southern merchants in all lines from millinery to farm machinery.

☞ Naturally, a product advertised in *The Sunpapers* is something that the heads of these Baltimore wholesale houses know about. In this way *The Sunpapers* exert a powerful jobber influence that can be utilized to help sell your goods to the millions whose primary market is Baltimore.

☞ The Service Department of *The Sunpapers* is in a position to supply valuable information to manufacturers introducing new products into the Baltimore Market. Write for details and further evidence that

Everything In Baltimore Revolves Around THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**

which one will win until the last man's out in the ninth inning.

It may be that there are just as many advertisers writing their own copy to-day as there ever were—men who don't understand that to make the public take its medicine it must be sugar-coated—but we doubt it. We think fewer manufacturers are advertising to themselves every year. The law of diminishing returns gets them. Advertising, like everything



EXHIBIT "C"—NOT IN HARMONY WITH PRESENT-DAY PRACTICES

else, gets down to the survival of the fittest—and it has no revival meetings.

We still have to plow through page after page of deadly, monotonous advertising, but brethren, turn back fifty years, or twenty, or only ten—and glory in the number of bores and amateurs that time has taken toll of; rejoice with the few who fought the good fight and survived, and congratulate yourself that bad as it sometimes is, the advertising of 1920 is a fine art compared with its cave-man days.

You can't knock the public on the head and get away with it. You must woo it with soft words, good cheer and sugar-coated pills.

C. C. Lynde Heads The Trade Press Company

Charles C. Lynde has become president and general manager of The Trade Press Company, Cleveland, publisher of *The Tractor Builder and Rubber*. He succeeds Thomas P. Hallock, who has resigned to devote his entire time to other interests. Mr. Lynde continues as engineering editor of the two publications.

Lloyd Mansfield Joins Moss-Chase Agency

Lloyd Mansfield has resigned as advertising manager of the Buffalo Specialty Co., manufacturer of Liquid Veneer and other products, and is now with The Moss-Chase Co., advertising agency, Buffalo, N. Y. Mr. Mansfield was advertising manager of the Buffalo Specialty Co. for six years.

A. S. Davis, Sr., Heads Knickerbocker Electrotape Co.

Augustus Davis, Sr., has been elected president and treasurer, and N. H. Cox has been elected secretary of the Knickerbocker Electrotape Company, New York. Mr. Davis, who has been a director of the company since its incorporation, succeeds his son, the late Augustus Davis, Jr.

J. D. Gabler Will Teach Typography at Columbia

James D. Gabler has been appointed instructor in typography in Columbia University, Extension Teaching, evening classes. Mr. Gabler will also conduct the class in advertising for the school of the New York Employing Printers' Association.

Join Wood, Putnam & Wood Agency

Philip Burbank, formerly with the Thomas Dreier Service, Boston, and Fred J. Bonnet, formerly with the Butterick Publishing Company, New York, have joined the sales promotion department of the Wood, Putnam & Wood Co., Boston.

McConnell Succeeds Mellen at "Co-operators' Herald"

S. A. Mellen, who has been in charge of foreign advertising for *The Co-operators' Herald*, published at Fargo, N. D., with headquarters at Nashua, Ia., has resigned, and has been succeeded by R. Forest McConnell.

H. L. Karpeles Leaves United Advertising Corp.

H. L. Karpeles, who for six years has been sales manager of the United Advertising Corporation, has become general manager at New York of the Karpeles Company, Providence, maker of "La Tausca" pearls.

S. T. Farquhar Makes a Change

Samuel T. Farquhar, formerly account executive with The H. K. McCann Company's San Francisco office, has assumed the same duties with the Lockwood-Shackelford Company in its Los Angeles office.

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MORE about New York's fallacious daily army of 200,000 transients.

The 166 hotels in New York crowded to capacity and averaging $1\frac{1}{2}$ persons to a room, can accommodate only 54,000 people.

And the 219 through trains arriving in New York every day carry only 25,000 people—many of them New Yorkers returning home.

New York theaters are supported by New Yorkers.

Over a million and a half a month concentrated on the best people in New York—The largest volume of class circulation in the world.

New York Theatre Program Corporation

Formerly Frank V. Strauss & Co.

108-110-112-114 WOOSTER ST. NEW YORK

CHICAGO
406 Tower Bldg.

BOSTON
Little Bldg.

SAN FRANCISCO
Crocker Bldg.

Large Farms Predominate Among Farm Life Readers

Summary of Replies from Questionnaire appearing in the May Issue of Farm Life — Size of Farms

STATE	Replies	Less than 40	40-79	80-159	160-319	320-499	500-999	Over 1000	Average
Alabama.....	195	39	41	56	26	4	2	1	317
Arizona.....	12	1	4	1	1	2	1	1	110
Arkansas.....	151	19	42	45	19	6	5	1	81
California.....	50	20	5	5	1	4	1	1	364
Colorado.....	33	6	1	1	1	1	1	1	100
Connecticut.....	24	5	6	3	1	1	1	1	135
Delaware.....	22	3	6	4	2	1	1	1	449
Florida.....	65	13	9	10	11	3	2	1	117
Georgia.....	290	46	52	60	48	14	10	9	191
Idaho.....	43	2	9	10	10	5	1	1	15
Illinois.....	417	29	43	127	137	21	3	1	93
Indiana.....	381	55	113	201	89	14	3	1	11
Iowa.....	117	6	11	27	53	7	1	1	94
Kansas.....	98	5	3	21	36	8	6	1	201
Kentucky.....	248	34	67	73	40	9	10	5	132
Louisiana.....	70	8	16	14	10	3	4	2	189
Maine.....	44	6	8	11	10	3	1	1	100
Maryland.....	55	8	9	11	7	3	1	1	144
Massachusetts.....	36	7	3	1	3	1	1	1	171
Michigan.....	201	13	42	75	35	3	2	7	252
Minnesota.....	170	9	17	39	73	10	1	3	206
Mississippi.....	170	28	32	39	41	7	5	2	115
Missouri.....	252	21	47	82	53	13	6	5	413
Montana.....	73	2	1	3	5	1	1	1	115
Nevada.....	3	1	1	1	1	1	1	1	317
New Hampshire.....	12	1	1	1	1	1	1	1	110
New Jersey.....	29	8	4	2	3	1	1	1	81
New Mexico.....	14	2	2	2	5	3	1	1	364
New York.....	189	18	34	74	22	2	2	2	100
North Carolina.....	215	40	43	43	24	7	2	2	135
North Dakota.....	125	3	7	42	69	29	11	1	449
Ohio.....	336	55	76	122	55	2	1	1	117
Oklahoma.....	121	3	12	31	40	21	4	1	191
Oregon.....	53	13	10	11	7	1	1	1	15
Pennsylvania.....	335	53	61	88	31	5	1	1	93
Rhode Island.....	96	34	13	21	10	1	2	1	11
South Carolina.....	85	4	1	7	29	10	5	1	94
South Dakota.....	184	28	42	48	25	4	2	1	201
Tennessee.....	243	29	35	66	51	17	12	1	132
Texas.....	18	5	3	1	3	1	1	1	189
Utah.....	32	1	2	12	10	1	1	1	100
Vermont.....	206	27	29	54	37	8	7	3	144
Virginia.....	72	14	14	12	3	3	10	4	171
Washington.....	109	10	22	32	17	2	6	2	252
West Virginia.....	134	8	17	53	27	3	4	1	206
Wisconsin.....	13	1	1	1	1	1	1	1	115
Wyoming.....	13	1	1	1	1	1	1	1	413

The product of a 176.7 acre farm these days represents a buying power it is well worth while to consider.

These farms range from less than 40 acres to over 1,000—but the greater number falls between 80 acres and 1,000.

Minnesota	170	9	17	39	73	10	1	151	109	10	22	32	17	2	6	2	206
Mississippi	170	28	32	39	41	7	5	2	134	8	17	55	27	3	5	115	413
Missouri	252	21	47	82	53	13	6	1	13	1	1	1	2	4	5	115	413
Montana	73	2	1	5	5	41	13	4	495								

by the families who read Farm Life.

These farms range from less than 40 acres to over 1,000—but the greater number falls between 80 acres and 320.

A very large percentage of Farm Life readers are really owners or operators of farms—approximately 90 per cent.

And most of the 10 per cent who do not farm directly are small town business men who deal with farmers

The product of a 176.7 acre farm these days represents a buying power it is well worth while to consider.

And in Farm Life you reach such incomes evenly distributed in every State in the Union.

Brands of commodities preferred by Farm Life readers in over 50 different lines and classified as to states are shown in tables we have compiled. Ask for the subjects in which you are interested.

THE FARM LIFE PUBLISHING COMPANY

The John M. Branham Company

ADVERTISING REPRESENTATIVES

New York Chicago St. Louis Detroit Atlanta Kansas City



SPENCER, IND.
Farm Life

The **LARGEST PAPER**
In the State of Connecticut

The
HARTFORD
Sunday
COURANT

The **LARGEST**
MORNING PAPER
In the State of Connecticut

The
HARTFORD
Daily
COURANT

Gilman, Nicoll & Ruthman
REPRESENTATIVES

World Bldg.
New York

Tribune Bldg.
Chicago.

A Flat Expense Account for Road Salesmen

It Obviates Temptation to "Juggle" the Figures and Tends to Produce a Better Grade of Men

By Richard Walsh

THERE is a certain three-day schedule which salesmen in that part of the country call "the Island trip." What it amounts to is this: In the Sound there are numerous islands, many of them large enough to contain little settlements and towns. It takes a salesman three days to make the complete trip, covering all the stores in these settlements. It costs \$45 to employ a launch for the three-day trip. The old fellow who runs the launch does not care whether he carries one man or ten. The price is \$45, plus the tip which each man gives him.

Always before a man prepares for this trip he enters into a hurried correspondence with sundry other men selling non-competing lines, and they arrange to make the trip together. Thus the entire expense per man for transportation is about \$4.50, plus a dollar or so tip to the man who runs the launch.

But the interesting part is the item which appears on each man's expense account: "Launch hire, 3 days, \$45."

This brings to mind another interesting little money-making device used for many years by a wise old traveler. He stood in well with the railroad men, and when it came to checking his excess baggage, in the shape of five sample trunks, he slipped the individual a few dollars, got a memo showing what the excess cost would be, had his friends among the boys check the trunks through on their tickets, and thus made sundry dollars every month.

This isn't going to be a "confessions of a reformed salesman," neither is it a guide to leaks in the expense account, but it does lead to this question: Is the old method of handling expense accounts the best method in running a sales force?

Of course, in the case of men whose remuneration is not based on their actual sales made while on their trips, nothing can be done but take the salesman's figures, so long as they are reasonable in appearance.

On the other hand, there are many salesmen who work a stated territory and whose job it is to produce a certain minimum volume from that territory. Their remuneration is based on a certain salary. They are paid actual expenses on the road. Maybe they are given a percentage on all sales or on business over a stated amount. But in any case the house figures their worth on a "selling cost" basis, that is, how much business they produce for each dollar they draw, whether it is for salary, expense, bonus or commission. It's entirely a matter of selling cost.

THE BENEFIT THAT COMES FROM A FLAT ACCOUNT

Inasmuch as this is so, would it not be a better plan to give a salesman a flat amount, out of which he travels and pays his own expenses? For instance, there is a house that pays its men on an average of \$200 a month salary. The expense account is supposed to hold around \$250 a month. A man's selling cost is supposed to be 10 per cent. If he does \$4,500 business on a combined selling expense and salary of \$450 he is considered to have broken even. If he goes below very long, he is dropped, and if he goes over, he gets added remuneration. That particular house is now giving its men a drawing account of \$500 a month, out of which they travel. At the end of the year they get a commission on all business over \$60,000. If they lag for a few months they lose their jobs. In the case of some of the men,

who have expense items which are higher but unavoidable, an extra allowance is made. For instance, one man who has especially long mileage to pay is allowed \$525 a month, with a bonus over the \$60,000 mark. In another case, a man who has much shorter mileage to cover gets only \$475 a month. Thus the matter is kept as nearly even as possible.

Then it is up to the salesman to economize for his own interests, it being considered that his interests are the interests of his house.

When this plan was first proposed a salesman made the remark: "A house like this wants its men to make a decent showing. If you work that sort of a plan some of the boys who may be regarded as 'cheap' are apt to live in second-rate hotels, eat poor meals, and become inefficient."

"The man who does that sort of thing," was the reply, "is going to do it just as readily when he turns in an expense account. It is as easy to turn in \$4 for hotel and live in a \$1.50 rooming house as it is to draw \$500 a month and live in a way poorer than the firm provides."

Another element worth noting is that the salesman who pads his account generally "blows in" the extra money, while the man who is working on a flat drawing account is more apt to save it, if he does manage to economize. It is the old rule that a man is more apt to take care of his own money than another man's. Over and above the other considerations, however, there is always the fact that there is no use putting before a man any more conditions that may tempt him than are necessary. Take, for example, the spending of legitimate money which has no place on the expense accounts of most houses. You rarely see on an expense account: "Hotel room, \$3.65," being \$3.50 for the room and fifteen cents for the boy who lets you have the room. Every man on the road pays out money for tips, and it may aggregate \$20 to \$25 a month under present conditions. But it is infrequent in-

deed to find tips listed on the expense account. Tip money is included generally in some other item for the benefit of the man in the home office who passes on expense accounts.

TWO METHODS OF HANDLING THE EXPENSE ACCOUNT

Two different sales managers, both of whom work with the old-fashioned expense accounts, go at the question in entirely different ways.

"We try to be as liberal as possible with our men's expenses," said one, "especially when a man is going well and his selling cost is satisfactory. When a man's volume is such that even a rather high expense account lets him through, we rarely question an item. The thing we are interested in is his sales. Maybe he is a generous spender on the road, but if he gets the business he suits us. It often happens that the best business-getter is a very heavy spender. Sometimes the two go together. I have seen salesmen who get big business merely by thinking big business, but the habit of thinking big makes them spend in the same proportion.

"Right now, on a Western territory, is a salesman who just naturally takes the finest room available in a hotel. He eats expensive meals, tips lavishly, and will walk two blocks to find a taxi to take him about the same distance. At first we thought this sheer nonsense and reckless extravagance, but there was more than that back of the thing. This man gets his business because he thinks that way. He feels optimistic and confident and cheerful. He radiates the atmosphere in which he lives.

"After he has jumped out of the finest bed in the finest room in the hotel, and had a bath while the rest of the boys might be washing their faces over a corner washstand, this chap goes to the dining-room, where the head waitress personally conducts him to the choicest table near a window and the favored waitress hovers over him smilingly solicitous. There follows a well-ordered

Get The Facts!

About the LOUISIANA- MISSISSIPPI MARKET

TRADE EXTENSION BUREAU

Cash-in on this demand!

The United States Army Retail Store has been in operation in New Orleans for the past ten months.

Its total volume of sales has amounted to \$2,000,000.00 in foodstuffs alone.

The Army Retail Stocks here are about exhausted!

The consumer-demand for certain lines and brands has already been created. Do you want to follow up this sure-shot to quick NEW sales?

We know how! Write or wire to-day.

"In New Orleans—It's The Item."

THE NEW ORLEANS ITEM

Published Week-Day Afternoons and Sunday Mornings

JAMES M. THOMSON
Publisher

National Advertising Representatives
JOHN BUDD COMPANY

A. G. NEWMYER
Associate Publisher

New York, Chicago, St. Louis, San Francisco, Los Angeles, Atlanta, Seattle.

breakfast, served with due respect by the waitress because there will be a tip to match. Now, this regular morning performance is not for effect. It is not because the man is wasteful with the firm's money. He doesn't give it a thought. He spends his own money just as lavishly, as is plain when his wife travels with him, now and then, and her expenses are naturally out of his own pocket.

"When he calls on the trade, the result is apparent. He gets business, he does the trade good because he lifts them bodily out of any feeling of depression, and when he moves on he leaves a string of dealers behind him who feel better and more prosperous simply because they have met and talked again with a man who inspires confidence in the world in general and his line and house in particular."

ALL IS WELL, SO LONG AS BUSINESS
IS GOOD

That house doesn't question this man's expense account, though it is a large one, so long as volume keeps up. But between the salesman and the house there is a tacit understanding that the expense books are "padded" notoriously. Yet this salesman has no thought of deliberately stealing the firm's money. He just spends what he pleases and charges it to whatever item on the expense account seems to him to be about right. If it is in a season of the year when orders do not run up to such large proportions, he may absorb personally some items, such as theatre tickets, instead of including them under "telegrams and long distance calls."

But the house for which he works is liberal so long as the volume holds up, so everything goes on in a cheerful sort of manner. One wonders what will happen to such a sales force if conditions make it necessary to get down to brass tacks.

Then, over on the other side, there is a sales manager who is not a director of sales, but first and foremost a watchdog of ex-

pense accounts and an inspector of orders, to see that no errors have been made in price and terms. He concerns himself with what has been done, rather than the future. His method is to take an expense account and cut out everything that he thinks may be scratched off and deducted, on the theory that it is saving money for the house and that no matter how handy he may be with his blue pencil the salesmen are probably getting a lot of expense money to which they are not entitled. As a result, he has a crew of men who are puny, lack aggressiveness, and are seldom above the average—most of them below. As one man expressed it: "If you've got any self-respect you won't work for him. You can't work for him unless you give it up. So that's the sort of men he gets."

This brings us to the following conclusion: In the case of regular territorial salesmen, whose showing is based on monthly volume and whose salary and expense must be a satisfactory percentage of the total volume, a flat expense allowance or a flat drawing account, plus a commission on business over a certain amount, does two things: It tends to make a man businesslike and economical, rather than an expert in petty thievery. It gives him as much as he has a right to draw, based on the volume he should get. It keeps a definite goal as to volume in front of him. The house is paying him the maximum it feels it can pay him for being on the road, that pay including money necessary to carry him.

It does away with the continual contest between the man who makes the expense account and the man who passes it. Many houses that work under the plan feel that it raises the standard of self-respect both on the part of the man and the house. It puts the entire matter where it should be—on the basis of business produced by the salesman—and does away with the countless tricks and devices used for generations by salesmen who want to slip in a few dollars' more expense, and often get by with it.

Roberts & MacAvineche has placed a twice-a-week campaign with The Minneapolis Tribune for Cluett, Peabody & Co.

The J. Walter Thompson Co. is running a July and August schedule in The Minneapolis Tribune for Libby, McNeill & Libby.

The Coca-Cola Company is stimulating the always good demand for its product in Minneapolis with a well-sustained schedule running through the summer months. The d'Arcy Advertising Company is furnishing copy.

Anona cheese is being advertised twice a week in The Minneapolis Tribune, the schedule coming from the Beardon Advertising Company.

Another man's-sized campaign has been placed in The Minneapolis Tribune for Goodyear tires by the Erwin & Wasey Company. Copy runs twice a week.

Richman Bros. has just put over a heavy sale of the company's \$26.50 men's suits and overcoats with exclusive page ads in The Minneapolis

Tribune, running Friday evenings and Saturday mornings.

The Kinney Shoe Company, having recently established itself in its new Minneapolis store on Fifth and Hennepin, after building up a splendid business in the city outside the loop district, reports splendid results as a participant in the nation-wide \$3,000,000 sale recently carried on in all the 71 stores of the company.

Rossman, men's wear dealers, with stores in New York, Minneapolis, St. Paul and Kansas City, whose slogan is "Walk a Flight—Save \$10," is advising his customers in exclusive advertisements in The Minneapolis Tribune to "Buy Your Clothes Now At These Prices—\$30, \$35, \$40."

The Gluek Brewing Company of Minneapolis is using attractive two-column copy in The Tribune on its new soft drink, Star Brand Root Beer.

The Minneapolis Tribune is in receipt of a schedule running to October from the Stack Agency for the Jos. Schlitz Beverage Co. of Milwaukee. Having made Milwaukee famous once, Stack is out to repeat on a line of thirst-quenchers without a kick.

The Minneapolis Tribune

First in Its City

First in Its State

First in Its Federal

Reserve District

Member A. B. C.

Largest Home Carrier Circulation

**How many
non-corporate
concerns make
\$2,000?**

360,691

(The 360,691 non-corporate concerns that make over \$2,000, as shown by latest government reports, include all forms of business and non-salaried professions except farming. The two last annual reports indicate that the number of these concerns making over \$5,000 yearly is 142,220.)

SYSTEM

The Magazine of Business



NE reason for the growth up to a Quarter Million circulation that SYSTEM is making, is especially pleasing to advertisers.

That reason is SYSTEM'S own advertising. Doubtless you have seen some of the copy running in the big city newspapers and in the Saturday Evening Post.

These advertisements are telling just what is in SYSTEM—what articles and what contributors. That's about the same thing a man learns from the magazine itself. Either process puts the magazine's contents to a real test. It shows a man whether he wants to read SYSTEM.

In largely increasing numbers business men are buying SYSTEM at the newsstands. And that tells what regular subscribers do after they see the advertisements.

In growing up to a Quarter Million circulation SYSTEM is rapidly covering the whole Business Market. The current number will show why.

**rapidly covering
the whole
business market**

What can you call it but Service?

ON a certain day a great convention was to be called to order in Philadelphia at noon. Early that morning the Secretary discovered to his dismay that some important documents, needed at the opening hour, had been left in his office in New York. At 9:30 he called us on long distance, and at 12:10 the material was in his hands.

This gentleman paid us a fine compliment in calling upon *our* office, rather than his own force, to help him out of a tight place. He had learned during the years in which we had handled the printing for his Association that we could be depended upon.

CHARLES FRANCIS PRESS

461 EIGHTH AVENUE, NEW YORK

TELEPHONE LONGACRE 2320

How National Oats Came to Adopt a New Trade-Mark

Advertising Campaign Centring Around a "Husky Boy" Leads to Elimination of Less Aggressive Mark

By F. Harvey Morse

Advertising Manager, National Oats Company

DURING the last two seasons a new trade-mark for National Oats has been advertised into familiarity and a new slogan has taken the place of one that had previously been featured for some time. This all came about almost by accident, as the result of a successful poster campaign featuring "husky kids."

Very early in the history of the company, advertising the child appeal was resorted to, a little girl with her basket being used as a trade-mark. This little girl quickly came to be recognized as an integral part of the National Oats package.

Those days were largely days of experience gathering. Early advertising included premium offers, profit-sharing coupons, a "sketch the girl contest," the offer of Jingle Books to children and the like. Of course, during this time considerable newspaper and periodical space was used, but without the dominant idea having been discovered.

During the season of 1918-19 the idea was born, although not recognized at the time. That season's advertising took the form of an extensive poster campaign. A series of posters was developed showing children in action, good-

looking, healthy youngsters doing the things they naturally would be doing in the particular season of the year when the posters were shown. The February poster showed boys snowballing. The



POSTER STYLE OF ADVERTISING IN PERIODICALS, IN STRONG COLORS

November poster showed the wind blowing an umbrella which a husky boy and girl were doing their best to hold. The spring poster showed a baseball scene, and so through the entire campaign. For this campaign there

was selected a special slogan with which it was aimed to carry out the spirit of the posters—"makes kids husky."

The advertising proved to be very successful, and the decision was then and there made to change the trade-mark and the entire style of advertising. In the future the slogan was to be—"makes kids husky," and all advertising was to carry out this idea. Of course, the objection

all angles that had ever been conducted by the company. Then came the determination to get away from the beaten path and put a poster in the magazines.

The newly selected trade-mark was featured in every magazine advertisement that season and is so featured in the 1920-21 campaign, although there may be supplementary figures used to complete the action. In the first year's advertising a little girl was shown



ONE OF THE POSTERS IN THIS YEAR'S CAMPAIGN

was brought up and is still occasionally met that in the little girl there was an established trade-mark of considerable value; yet when all was said and done, the little girl and the slogan "You Can Taste the Difference" did not carry the real distinctive advertising touch, so "—makes kids husky" was selected to put the product over in a big way.

Then came the problem of selecting a substitute trade-mark. The search resulted in the selection of a typical boy, healthy looking and ruddy, from whose photograph an oil painting was made. He then became the National Oats Husky Boy, and now appears in all the company's advertising and on all packages. The slogan "—makes kids husky" also became part of the trade-mark.

Just prior to the 1919-1920 season a backward glance was taken over former campaigns. It was seen that the previous year's posting campaign had been the most successful advertising effort from

feeling the husky kid's muscle. In another advertisement the boy was swinging a little girl. Still another one showed a healthy-looking football boy, while the winter advertisement showed him shoveling snow. The 1920-21 series carries out the same idea, using the subject of our boy playing leap-frog, standing on his head, a skooter and bicycle race, and coasting scene.

Every advertisement is a poster in every sense of the word. Only strong poster colors are used—solid reds, oranges, greens, yellows and blues. All shadows are in bold colors. In every advertisement the package covers practically one-third of the page space. The slogan in a standard form of lettering appears prominently on every piece of copy. So does the husky boy. In this way the package, slogan and trade-mark boy are all strongly emphasized.

With the first campaign came the real job of putting over the



MRS. HENRY MOSKOWITZ
Director of Clients' Publicity

IN no small measure the success of Harry Levey Service Corporation in the Industrial-Educational Film field has been due to the widely diversified experience of the members of its staff.

Mr. Levey selected Mrs. Moskowitz because of her experience, which includes the study of dramatic art under Heinrich Conried, extensive public speaking on industrial relations and commercial recreation subjects and more than twenty years in social service work in New York City, added to four years as manager of the labor department of a leading manufacturers' association. She was especially requested by the Governor of New York to serve as Secretary of his Reconstruction Commission.

Her knowledge of the dramatic side of film advertising and other propaganda, combined with her thorough and sympathetic understanding of the human element, ideally fits her to serve Levey clients in an unusually effective manner.

Mrs. Moskowitz's well rounded education and experience for her work is but typical of the completeness of the Levey organization's personnel and explains its ability to get results for those who embrace the opportunities offered by Industrial-Educational Films in the solution of problems of selling, distribution, education of workers, labor efficiency, etc. The same service that has proved so effective for other leading manufacturers in other lines is at your disposal.

HARRY LEVEY SERVICE CORPORATION

*Producers and Distributors of
Industrial Educational Films*
NEW YORK CITY

Temporary Offices: 1662 Broadway
Studios: 230-232 West 38th Street

slogan in connection with the product. The first impression was made on the salesmen at the Sales Conference. Broad-sides telling the story and containing color proofs of every advertisement were mailed to jobbers and jobbers' salesmen. Every specialty salesman carried a portfolio in a leather cover for use in calling on the retail trade. Salesmen were instructed to emphasize the advertising campaign strongly and impress upon the jobber and the retailer when doing specialty work the value of the campaign to them—this before any mention is made of an order. Copies of each advertisement as it appeared were also mailed to every jobber and jobbers' salesmen as well as to the specialty salesmen, who distributed them to the retailers for display in their stores. The dealer-help propositions, such as cook-books and novelty puzzles, carried reproductions of the magazine advertisements, and so tied up to the national campaign. This idea was also carried out on envelopes which were furnished to the jobbers.

Twenty-four-sheet posters are still used to supplement the periodical advertising in special sections. These posters carry out the same spirit, showing the National Oats boy, the package and the slogan all in bold colors.

The boy, by the way, is a real boy in every sense of the word. Just an every-day boy—Mrs. O'Brien's Pat, Mr. Dunham's Harry—in fact any one's boy.

The company believes strongly in the purchasing influence of the boy. All boys love to be strong and athletic. When a mother tells her boy to go to the store and get a package of oatmeal, and on the way he passes a poster with a "—makes kids husky" boy, it will be the most natural thing in the world for him to ask for National Oats. He sees the advertisements in his own magazines and in those of his mother. He receives a vivid impression of physical superiority, and these early impressions are retained for years. Thus it is that it is be-

lieved no mistake was made in changing the trade-mark to one of greater virility, in keeping with the product it designates.

French Language Publishers of New England Meet

The annual meeting and convention of the Associated French Language Newspapers of New England was recently held at Fall River, Mass. The association was the guest of its president, Jean B. Paradis, publisher of *L'Independant*, Fall River.

The annual election resulted in the re-election of all officers for the coming year. The officers and directors are: President, Jean B. Paradis, *L'Independant*, Fall River, Mass.; vice-president, Philippe Boucher, *La Tribune*, Woonsocket, R. I.; secretary-treasurer, Ernest A. Bournival, *L'Avenir National*, Manchester, N. H.; directors (in addition to the officers): J. A. Desaulniers, *L'Independant*, New Bedford, Mass., and J. E. Bernier, *L'Avenir National*, Manchester, N. H.

Makers of Women's Wear Unite in Advertising

The Associated Stylish Stout Wear Makers, Inc., composed of eight manufacturers of wearing apparel for stout women, will run a campaign in rotogravure sections of Sunday newspapers. The advertising will be placed by the John L. Clough Advertising Agency, Indianapolis. This agency is also handling the account of the Indiana Condensed Milk Co., of Indianapolis, manufacturer of Wilson's milk, which is putting an advertising campaign in newspapers of the East and Middle West.

Rice Millers Open New Orleans Office

In preparation for a contemplated extensive advertising campaign, Hugh M. Blain, manager of the Associated Rice Millers of America, Inc., has opened offices in New Orleans. An advertising assessment of five cents a bag for three years has been determined on.

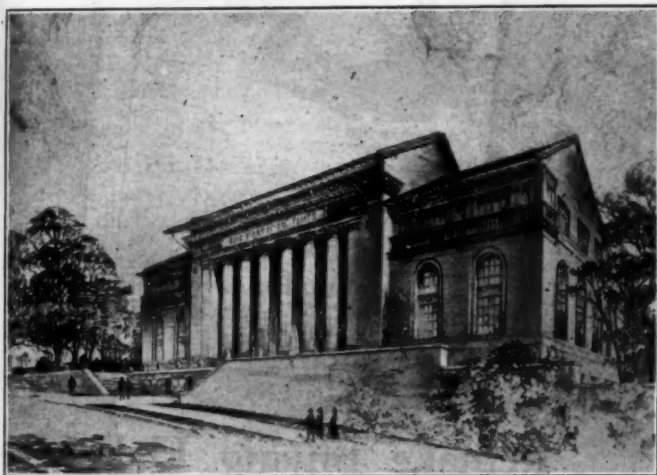
Will Help in Advertising "Green River"

H. D. Frazee, formerly assistant sales manager of the Reliance Rubber Products Co., Keyport, N. J., has become assistant advertising manager of the Schoenhofen Company, Chicago, manufacturer of "Green River," a soft drink.

Join Russel M. Seeds Agency

Frank B. Bull and Earl Mushlitu have joined the staff of The Russel M. Seeds Company, advertising agency, Indianapolis.

THE NEW HOME OF
The Hartford Times.
 Since 1817 Connecticut's Greatest Newspaper



Very nearly on the site of this new structure Thomas Hooker, in 1637, erected Hartford's first building.

The new home of the Times forms an artistic background for Hartford's fine municipal group, consisting of the Municipal Building, Morgan Memorial and Public Library.

The pillars, terra cotta and brick work used in the front of the building were salvaged from the famous church of Dr. Parkhurst, New York, designed by Stanford White, and which was razed to make way for a large office building.

The idea of using this material for the Times facade was conceived by Donn Barber, and the successful accomplishment of the difficult task of executing a design to conform to the requirements of the material is truly an architectural triumph.

Naturally, no effort has been spared to bring the mechanical facilities of the new plant to the highest point of efficiency.

The new building stands as a monument to the steady growth and progress of the Times since its establishment in 1817.

National Representatives
KELLY-SMITH COMPANY

Marbridge Building
New York

Lytton Building
Chicago

TO THE NEW HOME OF

"They always come back to Your Oil"

The Standard of Excellence
Proven and Proved to Be Better than Any Other

Mobiloil A
(Standard 10-40)

GARGOYLE

Mobiloils
A grade for each type of motor

VACUUM OIL COMPANY - NEW YORK, U.S.A.

Remake Buying Habits

—if you need to, you can!

EIGHT years ago the Vacuum Oil Company started its national advertising for Gargoyle Mobiloils—through us. At that time the most widely sold automobile engine oil came in one body which was advertised as "best for all cars."

The first advertisement for Gargoyle Mobiloils was headed, "No one oil is best for all cars. This is absolute."

In support of this challenge, a Chart—the first of its kind—was included in every advertisement. This Chart showed the correct

The Blackman

ADVERTISING

grade of oil for some 100 of the most prominent makes of cars.

Today, practically every automobile lubricating oil comes in several grades and is sold more or less on a chart basis—including the oil which formerly boasted that it was best for all cars!

* * *

BUYING HABITS are sometimes stubborn opponents. But this incident illustrates

the value of having behind you the Truth—plus Advertising.

Are buying habits or market trends erroneously unfavorable to your principle of manufacture?

If the Truth is on your side, Advertising can certainly establish that Truth with the Public.

And the job may be nowhere near as difficult as you imagine. We welcome discussion on the subject.



"Say Pop, when are you going to get through?"
How the current grade of Gargyle Mobiloils can drive Sunday morning thinking

SUNDAY morning, clear and cool, the wind whistled down the road, and the sun shined down the valley. Sunday morning, when the family had gone out, and the car was left in the garage. "Say Pop, when are you going to get through?"

It was time to show your special plug in the morning. The car was left in the garage. "Say Pop, when are you going to get through?"

The car was left in the garage. "Say Pop, when are you going to get through?"

The car was left in the garage. "Say Pop, when are you going to get through?"

everywhere. The car was left in the garage. "Say Pop, when are you going to get through?"

The car was left in the garage. "Say Pop, when are you going to get through?"

The car was left in the garage. "Say Pop, when are you going to get through?"

The car was left in the garage. "Say Pop, when are you going to get through?"



Mobiloils
A grade for each type of motor

VACUUM OIL COMPANY — NEW YORK, U.S.A.

Company New York

95 MADISON AVE.

Our "Stand-In"

One of the effective ways to measure any publication is to find how it stands with its readers—its "stand-in."

The News-Times has the confidence of the people in the northern Indiana and Southern Michigan territory. The News-Times, with 17,000 circulation, goes home. The News-Times has—and holds—the good will of its public.

To effectively cover this fine industrial and agricultural territory the News-Times must be used. Let us give you further facts and figures.

Send for News-Times, Jr:

SOUTH BEND NEWS-TIMES

Morning

Evening

Sunday

J. M. STEPHENSON, Publisher

Foreign Representatives

CONE & WOODMAN, INC.

Chicago

New York

Detroit

Atlanta

Kansas City

The Neglected Little Brother of the Business Family

How to Get Attention for the Secondary Product

By Henry Burwen

IN every line there is a neglected little brother—some subordinate item which doesn't get the attention it deserves. Perhaps it's a new arrival that has not been impressed as yet upon the salesmen's consciousness; perhaps it's something difficult for them to sell; perhaps it's something outside the regular line that they take no interest in; perhaps even it's a new little baby they didn't want at all. Whatever it is, something must be done to help it, if the poor little brother is to be saved from an undernourished life.

One answer to a problem like this was found by a concern whose main product was a certain type of retail-store equipment, but which had among its many lines a little specialty—a machine for use by cashiers in making change, selling for \$15. It had been taken on some years before, having appealed to the officers of the company as an attractive item with selling possibilities. It had a certain use in connection with the regular equipment, and so it seemed a logical addition to the business.

But somehow it didn't take hold. Sales on the regular business ranged from a thousand dollars to fifty thousand; and these salesmen, with their eyes on big business, could not be induced to bother with the little \$15 machine. A commission was offered to the mechanics who went to install the big equipment, and some sales were made; but the total business amounted to only a few hundred machines a year.

Apparently it had selling possibilities, because the sales made were unaccompanied by any high degree of salesmanship.

Finally a study was made of the situation and it developed that there was a market for it through

stationery stores. Advertising tests were made, and the orders so quickly cleaned out the small stock normally carried that the concern was quite surprised. The response indicated that with proper effort behind it the sales would be many thousands a year instead of a few hundred. These sales to stationers were made by mail. Following the initial advertising, many of them included the device in their catalogues; orders continued to trickle in even without further sales effort.

Plans are now under way to establish a special department to promote the sale of the machine, from headquarters, with direct-mail advertising. The regular salesmen will still be permitted to take orders for them, but the marketing of the machine will in no way be dependent upon them.

SPECIAL SALESMEN AND SPECIAL SECTION OF SALES DEPARTMENT

It is general experience that it is very difficult for salesmen to handle side lines, either of their own company or of some other. There was, for example, a spark plug manufacturer who added grease-cups as a side line and turned it over to his salesmen to sell. They talked the spark plug first and then brought out the grease cup. The results were not satisfactory. Coming up after the customer thought the interview was all done, it did not give a good impression. Some of the salesmen began to forget to talk the side line. A change was made and exclusive salesmen put out handling the grease cup and a separate section of the sales department was made entirely responsible for the sales.

A little different from this was the experience of another concern in the specialty field, which added a new specialty to its list. The

regular force did not seem inclined to take hold of it—were even antagonistic toward it. It was really something which up to this time had been a competitive type of equipment, and they were asked, to a certain extent, to embrace an idea they had been talking against for years. Besides which, business was so good—everyone overloaded with prospects—that even those who favored it had no inclination to branch out with anything new.

Accordingly, a special salesman was put on in each district to handle the new line exclusively, while the other salesmen were allowed to sell it in connection with their regular work. It proved to be a very easy and profitable seller for the special salesmen. As the regular representatives became acquainted with this fact, and also became better acquainted with the device, they gradually took hold of it.

Probably more common than any is the case of a regular line of articles handled by one sales force where certain items are being neglected. A novel plan was used in such circumstances by a sales manager.

JOLTED INTO GIVING ATTENTION TO SIDE LINE

"There was one item in our family of products," he said, "which had not been getting the attention its business value warranted. Accordingly I wrote each of our branch managers and asked frankly why it was this certain product of ours made such a poor showing on the monthly recapitulation of the individual records. The replies were all to the effect that they were so busy selling our larger products they did not have the time to give to the smaller one.

"Immediately after getting this information in, I wrote the branches and instructed them to secure a young lady to sell this product without further delay. I advised them we already had a young lady in one branch office who was doing very well with it—so well, in fact, that we were considering her as a possibility

for our entire line. I carefully instructed them to put the young lady on as soon as she could be found.

"My plan worked out as I thought it would. Every manager immediately wrote back and said he did not believe it would be a good plan to put on a young lady to mingle with eight or ten men salesmen; and furthermore he doubted very much whether they could get a young lady who could successfully sell the product.

"You will see that I left considerable room for argument, which was my intention. I felt that every manager would be averse to allowing a woman to come into his office and perhaps graduate into a full-fledged representative of the entire line; and my opinion must have been right, for ever since issuing the order our 'neglected little brother' has been receiving very good attention and its sales have taken a decided upward trend.

"I do not expect that any young ladies will be put on the sales force for some time to come, but I do think I will use this club whenever the sales on the product in question fall to an unsatisfactory level."

An infallible method of stimulating the sales on some particular item is to run a sales contest, awarding special prizes for sales on the neglected item, making them count double points, or using some similar plan. A large bakery had this experience on a line of bread it had been trying to promote for some time without marked success. A sales contest was staged on this one item, and the sales figures were immediately multiplied by four. As a general rule the salesmen can increase the sales on whatever they give their attention and it only needs some device such as this to make them focus interest.

An automobile agency had an accessories department, but found it was selling few tires and was doing nothing remarkable on other items. It occurred to some one to go over the sales records to find out how much in the way of accessories was sold by the

\$ 1, 7 1 3, 6 5 0

THIS is just a tiny portion of the money which NEW YORK AMERICAN readers, writing for advice to the Investors' Service Bureau, were ready to invest in securities in less than twenty weeks.

To be exact, the NEW YORK AMERICAN Investors' Service Bureau received 25,415 letters during the 19 weeks beginning April 24, 1920, asking how they should invest funds.

The aforementioned \$1,713,650 represents only the total of amounts specifically mentioned by 372 readers.

If 372 readers who *state* the actual amount ready for investment had available \$1,713,650, HOW MANY MILLION DOLLARS WOULD YOU IMAGINE WERE AT THE DISPOSAL OF THE REMAINING 25,043?

Whatever your answer may be to this question, even this figure gives only an insignificant idea of the vast funds invested by NEW YORK AMERICAN readers during this period; for it goes without saying that those who actually wrote to the Investors' Service Bureau can only be a very small proportion of those readers who follow the advice contained in the news and advertisements of the Financial Section of the NEW YORK AMERICAN.

The possession of these surplus funds marks out these readers to be of exceptional interest not only to bankers and brokers, but to every merchant and manufacturer who has goods to advertise.

If ever there was proof of quality as well as quantity circulation, you have it right here.

That they prefer the NEW YORK AMERICAN to all other morning papers is proved by the fact that they cheerfully pay three cents for it, when The Times, World, Sun-Herald and Tribune can be bought for two cents.

salesmen with each new car. The result of the investigation was surprising indeed. Evidently the new owner went off and bought his extra tires, bumper, spotlight, and other "fixin's" elsewhere, or perhaps it didn't occur to him to buy these things at all.

WORTH SALESMEN'S TIME

This point brought out, the reason was quite plain. The salesman's commission was based on the net price of the car alone and he received nothing extra for the accessories. A five per cent commission was then offered the car salesman; and in addition the contract form was modified so that the extra tires and the main accessories were already listed on the form to serve as a further reminder both to salesman and customer.

Thereafter hardly a car went out of the agency that was not well equipped with extras. Indeed it was made a practice to put the extra tires and supplementary equipment on each car placed on display in the show-room, and the salesmen got in the habit of quoting an all-inclusive price instead of the net price plus the accessories.

There is a concern manufacturing pipe products which counts flagpoles as one member of its line. Being somewhat different from the regular run of products, it is neglected by the sales force. As a consequence the sales promotion department pays special attention to this line by endeavoring to secure direct prospects for it, and in addition aims to give the salesmen special education on flagpoles; all of which tends to counteract the tendency to forget it.

The whole problem simmers down to this: All salesmen tend to favor some lines and overlook others. In a line of high-priced articles with one or two supplementary low-priced lines, the latter is neglected. It then becomes necessary to find some means of stimulating the interest; or if this is found to be impractical, to make special arrangements for the neglected member's sale.

Better Business Bureaus List False Trade Names

Under the direction of Better Business Bureaus in various communities, a movement against the false labeling of merchandise by manufacturers is being conducted.

H. J. Kenner, secretary of the National Vigilance Committee, informs **PRINTERS' INK** that merchants have been ready to co-operate in the movement because, under most State false advertising laws, a merchant is not relieved merely because of the fact that a false description of his only follows the description of the manufacturer.

The following information recently given by E. J. Brennen, manager of the Better Business Bureau at St. Louis, to business houses of that city, is a specimen of what is being done elsewhere:

"The National Vigilance Committee of the Associated Advertising Clubs of the World in co-operation with about thirty Better Business Bureaus, is conducting a vigorous investigation into a practice which seems to be quite general among manufacturers, namely, of labeling their goods in a misleading, if not quasi-fraudulent, manner.

"The discussion in question arose in the first instance from the labeling of a number of imitations or substitutes for 'silk,' such as 'Tezzo silk,' etc.

"Will you, therefore, kindly advise us in reply the name or names of those articles handled by your store which are inaccurately labeled and also whether or not these articles are copyrighted and the trade-mark registered in the exact wording by which they are labeled?

"Your co-operation will be greatly appreciated, and remember, that 'every little bit' helps. This is being done all over the country in hope that all misleading trade names and expressions will be catalogued."

August Business Light with Mail-order House

Although the Sears, Roebuck & Co.'s sales for the first eight months of this year are \$33,313,005 more than for the same period last year, goods sold in August were \$1,373,776 less than last year, which was a decline of 9.65 per cent. The gain for the eight months was 23.86 per cent.

Dippy & Aitkin Handle University of Pennsylvania Account

Dippy & Aitkin, of Philadelphia, have secured the advertising account of the University of Pennsylvania. Copy is to start at once in the newspapers of Philadelphia and surrounding towns.

Jesse H. Neal at Rochester

Jesse H. Neal, executive secretary, of the Associated Business Papers, Inc., spoke to-day before the Rochester, N. Y., Advertising Club on "The Specialized Appeal in Advertising."



Leading Newspaper,
Washington, D.C.

This letter, containing advertising for insertion in Washington's "Leading Newspaper," was delivered by the U. S. Post Office to

The Washington Times

—Generally Recognized As—
the National Capitol's "Leading Newspaper"

The Washington Times is the only local daily newspaper selling for 3 cents and appeals particularly to those willing to pay a little more for something a great deal better.

Eastern Representative
I. A. KLEIN
Metropolitan Tower,
New York City

Western Representative
G. LOGAN PAYNE
Marquette Building
Chicago, Illinois



Le canal au Sucre, Antwerp.

Belgium eighteen months ago took an inventory and found most of her factories wrecked or lacking essential machinery; her iron working and textile industries at a standstill.

Belgium, within a year from that time, had started to get her house in order and her factories and mines going again.

During this same time a great many new business houses had started up. Old establishments formed new connections. Practically a new business world was created in Belgium.

Belgium today is fast regaining her commercial position. In fact, today as before the war, Belgium's per capita import trade is among the largest in Europe.

The opportunity is yours to introduce your goods into foreign countries. Take advantage of it. The merchants in Europe, South America and the Far East want to know what you have to sell them.

Advertising for foreign business is like advertising for domestic business. The man who does it is the man who gets it.

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The **AMERICAN EXPORTER** with its editions in English, French, Spanish and Portuguese, reaches the buyers all over the world in their own commercial language.

The advertising pages are examined by the buyers of American goods.

In addition to an effective world-wide circulation, the **AMERICAN EXPORTER** offers you:

1. **Assistance and Advice on Export Problems**

B. Olney Hough, editor of the "American Exporter" and author of "Practical Exporting," is ready at any time to go over with you the problems which face you in an export selling campaign.

2. **Research Investigations of Foreign Markets**

Lloyd R. Morris, Research Editor of the "American Exporter" and editor of the "Exporter's Gazetteer of Foreign Markets" can show you where to export to the best advantage. He can supply you with **FACTS** upon which your export campaign can be based.

3. **Credit Reports and Lists**

We have on file information on over 100,000 foreign importers.

4. **Weekly Bulletin of Foreign Buyers**

This confidential Bulletin contains the requirements of foreign merchants and the names of buyers who are visiting the United States to make purchases of American goods.

5. **Translation Service**

We employ 76 expert translators and assistants. Our foreign catalogue work is guaranteed technically and idiomatically correct.

May we send you "Selling the Man Abroad Through Export Advertising"?

AMERICAN EXPORTER

THE WORLD'S LARGEST EXPORT JOURNAL

17 Battery Place

New York



WE are a versatile outfit. We specialize on everything we do. Lead molds, for instance. If you are up against lead mold troubles; if you can't get what you must have, sure fire, every time; if you go through disasters and disappointments, try us. We know lead molds from A to Izzard. No end of advertisers, all over the country, demanding the most exquisite work to be had, have wound up here.

Just use the mails instead of a messenger

Partridge & Anderson Company

Electrotypes • Mats • Stereotypes

714 Federal St., Chicago

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Are Contests Successful To-Day?

Certain Big Advertisers Seem to Think So—An Analysis of Two or Three Contests That Had a Good Reason for Being

By R. L. Burdick

THE recent appearance of advertisements of two manufacturers featuring prize contests which they are conducting has brought up in the minds of many people the old question, "Do contests pay?"

In discussing the prize contest, without inside knowledge of the facts which recent contests have brought out, several have made the statement that this is a dead "stunt" in advertising. One advertising man offered the writer this interesting theory:

"The prize contest was merely one of the outward manifestations of a certain public attitude toward advertising. In the evolution of merchandising methods there are more or less distinctive periods which can be recognized by the characteristic form and type of sales ideas used. These periods mark various cycles in the progress of the public's understanding and appreciation of advertising. The prize contest represents a cruder appeal in advertising which was characteristic of the dark ages of from ten to twenty years ago. The contest was conceived, grew in popularity and then waned in favor as the public mind moved to the next stage of its education.

"More recent instances of just such characteristic forms taken by sales efforts—and which represent periods of more advanced public consciousness, are the 'drive' and the 'week.' In the war period the 'drive' was the big thing to sell Liberty Bonds, war charities and what-not. Yet even in this short space of time we moved forward sufficiently to make the 'drive' plan an ineffective dead letter.

"Just previous to, and co-existent with, the 'drive' was the 'week' idea. There were and still are but fifty-two weeks per year, and yet to glance over the cam-

paigns of hundreds of manufacturers each staging his 'week'—'Wire-your-home week'; 'Paint-your-house week,' and so on—one would suppose that the number of weeks in a year were unlimited. This, too, has largely passed out as a merchandising method. The contest, the week, the drive—they have been worked to death."

Yet in the face of this swan song for the prize contest two of these very decrepit "stunts" have been conducted recently with unusual success, and a third has just been announced in national magazines.

What has given the elixir of life to these contests? Have we swung around the circle so that an old "dodge," like an old style in dresses, has again become new? Or has it been playing 'possum and never really lost its effectiveness? These are questions that run through the onlooker's mind.

The difficulty in understanding the present-day vigor of a seemingly threadbare plan lies in a common misconception of what these contests are.

THE IDEA BEHIND MODERN-DAY CONTESTS

The prize contests of the Eveready "Daylo," in June and July, of the Army Enlistment Service, completed recently, and of the Gould Storage Battery Company, just announced—these are not "dodges." They are merely a striking method of utilizing a basic sales principle as old as time and always effective in any garb. Make the buyer sell the product or idea to himself.

In the so-called dark age when contests flourished, the major purpose of this form of publicity was often merely to get the product talked about. Such, for example, was the Eveready contest of 1916, which gave the name

"Daylo" to the flashlights of this company. Because of the unusual number of entries received—a half million or more—and the fact that four prizes of \$3,000 had to be awarded instead of one, owing to a tie—the name of this product was made known over the entire country. Even to-day one may frequently hear an unsuccessful entrant in that contest saying, "Speaking of contests, remember the Eveready 'name' contest? Well, the name I submitted was—. Now, don't you think, etc."

Frequently, before postal regulations shut down upon the plan, it was a requirement of a contest that the entrant must buy one of the products—be it a doll or a newspaper—before he could enter. This plan was intended to stimulate large immediate sales which, in the hopes of the conductors of the contest, would result in creating a steady buying habit among the contestants.

However successful these two types of contests may have been, most of them lacked the one thing that makes prize contests a successful selling method to-day, to-morrow, or for years to come—a basic, permanent merchandising principle. To be worth the cost and effort necessary to advertise the contest and to handle the numerous entries, there must be more behind the contest than a publicity plan or sudden sales drive. In other words, the contest should fix some idea *permanently* in the minds of the contestants—and also of non-contestants. Let us see how this has been worked out in the instances of the present-day contests quoted.

The ten-thousand-dollar prize contest of the American Ever Ready Works, which probably has drawn a larger number of entries than any commercial contest of the last few years, was apparently simply a guessing match. A picture was shown in some 30,000 dealers' windows and later reproduced in newspapers and other mediums. The central figure of the picture was a man reading a letter which, because of

a torn envelope shown, apparently had just arrived. In his other hand the man held a Daylo which he had obviously just removed from the carton lying on the table before him. The contestant's job was to answer the question "What does the letter say?" in twelve words or less—one of which must be the name "Daylo."

From this much of the description, it would seem that nothing beyond getting the name "Daylo" over lay in the plan and that one person's guess was as good as another—that mere cleverness in phraseology would win a prize.

NOT SO SIMPLE, AFTER ALL

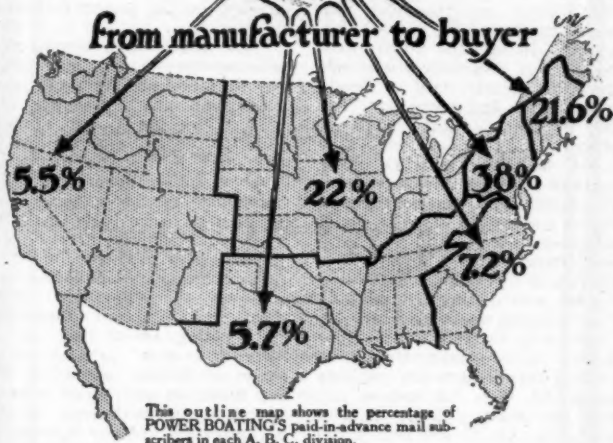
Omitting entirely for the moment any consideration of the contest's purpose in getting jobbers and dealers linked up more closely, in getting them to increase their stock, and in obtaining new dealers (which also figured largely in the campaign), and taking only the purposes affecting the public, there was much more to the contest than the obvious facts showed.

Besides the central figure of the picture mentioned above there were several other persons illustrated and surroundings shown which carried out subtly the basic idea of the entire campaign. The man's wife (she seemed to be his wife) stood at his side also reading the letter; and various other figures, suggesting a widow with a youngster crying at her knee, a banker, a doctor, a lawyer or similar distinctive types were placed around the interior of the room—apparently in a well-furnished house—all intently watching the central figures. These figures were not too definitely characterized; their purpose was to suggest rather than to show any particular types.

The natural train of thought generated by careful examination of the picture would run something like this in the observer's mind: "Somebody sent him the Daylo—wonder why—must have been important to create all this interest—looks as if the sender thought a lot of the Daylo—must

POWER BOATING

Direct by mail



Cover the Entire Boating Field North—South—East—West—Everywhere

June POWER BOATING, according to the latest A. B. C. report, had a total distribution of 17,481 copies, of which 16,464 were *net paid*. 14,339 copies went *direct-by-mail* to regular *paid-in-advance* subscribers. You can place your advertisement *direct-by-mail* before more buyers in the boating field through POWER BOATING than through any other two publications.

Throughout the United States, and Canada too, POWER BOATING goes *direct-by-mail* to men who own and operate boats. POWER BOATING blankets the eastern seaboard and tributary waterways; it penetrates to the south, spreads throughout the middle west, and is regularly read on the Pacific coast. This universal distribution is possible only through the mails. News stands cannot go to the reader.

POWER BOATING

Penton Building

Cleveland, U. S. A.

Member

Audit Bureau of Circulations and Associated Business Papers, Inc.

have used it for something important—let's see—let's see—what is a Daylo used for?" And in that last question was the crux of the entire campaign plan—to get hundreds of thousands of people asking themselves and each other, "What are the *uses* of a Daylo?"

Those familiar with the previous Daylo advertising will recall that the chief thought of every Daylo advertisement has been to emphasize the *uses* of this product. In fact the illustrations and copy of these advertisements have continuously tried to develop new uses and more uses for the product. This contest's subtly worked out purpose was to get the public to work along the same lines for themselves—to sell themselves the uses of a Daylo, and to do it in a vivid, permanent way. And the very indefiniteness of the picture kept contestants puzzling over the possible uses of the flashlight for a considerable space of time.

Obviously there was no "right answer" to the contest, and as the winning entries have not yet been announced, it is not known just what the results will be. At any rate, it is safe to say that whatever the answers are that win prizes, every contestant and many more who did not actually send an entry, have Daylo uses fixed firmly in their memories for months to come.

The second contest quoted, that of the U. S. Army in its enlistment campaign, was not a commercial enterprise, but nevertheless it had the same fundamental merchandising idea. Through the various recruiting offices of the Army and other channels arrangements were made to have an essay competition in thousands of schools throughout the country. On a certain day every child, in every school where the plan could be instituted, wrote an essay on the value of enlisting in the army. Besides national prizes offered by the Army, local prizes galore were offered by local merchants, military organizations, prominent citizens, clubs, etc. As a result of this plan,

millions (literally) of youngsters asked their parents, brothers, cousins, and friends the important question, "Why should a young man join the Army?"

How these boys and girls "sold" the idea of enlistment to their families and how the families "sold" themselves in replying to the question needs no comment beyond mention of the fact that all records of recruiting were smashed in the period following the contest.

There is one other contest that deserves discussion as exemplifying the modern type of prize competition—that recently announced by the Gould Storage Battery Company, and which will take place during the month of October. The company claims no originality in the essentials of the plan, as it has been used before by a manufacturer of another kind of product.

For some years Gould has been stressing the "long-life" point about its product by illustrating and quoting actual uses of the batteries, such as furnishing power in driving submarines under water, in emergency wireless operation on battleships, in signal operation and car lighting on railroads—places where rugged endurance and reliability are essential—and drawing a parallel in the case of the automobile starting battery which their advertisements feature.

The company feels that it has gotten this argument over strongly with the motoring public—but entirely from the angle of its own "say-so." Now it purposes to drive home the sales point from the opposite end—by getting actual users to talk.

In order to get actual records from owners of Gould automobile starting batteries as to the length of service given by this product under every kind of condition of practical use, Gould is offering \$4,000 in cash prizes for the twenty-three oldest starting batteries still in serviceable condition. The announcements of this contest state frankly the purpose behind it, and the very fact that this is done so openly shows that

Newspaper Character

The personal appearance and personal habits of a salesman have a great deal to do with the impression he makes upon his prospect.

Newspapers have character as well as individuals.

When you employ a newspaper to carry your message into the homes, look to its character.

Some newspapers are slinking and furtive; some frank, honest and upright.

Some newspapers are too dirty to be welcome in clean homes; some are honored guests in wholesome-minded households.

Not everybody agrees with the policies and opinions of "The Record," but everybody respects its sincerity and concedes its fairness—and every advertiser recognizes in it a clean and worthy spokesman.

*One of the Advertising Editorials
Appearing Daily in*

THE PHILADELPHIA RECORD

Always Reliable

Foreign Advertising Representatives

STORY, BROOKS & FINLEY

CHICAGO
Peoples Gas Bldg.

NEW YORK
Fifth Ave. Bldg.

*With apologies to
Sweet Caporals*



The
ALL FICTION FIELD

Adventure
Ainslee's
Argosy-All Story

COMPRISING
Detective Story
People's
Short Stories

Smith's
The Popular
Top-Notch

Colgate & Company
know how much denti-
frice and talcum powder
and soap are used by
the million and a half
men and women who
read The All-Fiction
Field

The
FIELD OF GREATEST YIELD

PUBLISHED BY

Doubleday, Page & Co.

The Ridgway Company

The Frank A. Munsey Co.

Street & Smith Corporation

MEMBERS A. B. C.

the company is confident of getting records which will make an excellent showing.

From the very start the motorist who reads of the contest will sell himself the idea, "They *must* have the goods or they couldn't afford to do this so openly!" The company believes that this campaign will get not only Gould owners, but all battery owners, thinking about "long-life," and will fix that idea indelibly on the memory of everyone reached by the advertising. Again is seen the underlying purpose of permanent conviction through self-selling. Of course, the records yielded by this contest will be used extensively in later advertising, so that the campaign is not limited to the contest period.

There are several factors about any form of prize contests that advertisers contemplating such a campaign should bear in mind, those who have conducted contests say. The amount of labor involved in handling and judging entries is very great. Every possible means of simplifying this burden of work should be used. Gould has arranged to have a good share of the first elimination done by establishing a number of districts in the country and the entries for each district first judged by their distributor in that district. This plan, however, is not possible in a contest where the judgment is a matter of opinion rather than facts. When opinion enters the question the judges must have all entries brought to a central point.

Again, a prize contest is a very strong device for accomplishing its purpose. Some users have dubbed it "dynamite"—a powerful explosive for blasting things into public consciousness when rightly used—but a rather dangerous toy, not to be played with unless the occasion demands it.

When a selling situation arises that calls for unusual tactics and strong-arm methods—as, for instance, filling in a sales "valley" between the peaks of a seasonal business, fighting new or rapidly growing competition, or singling

out some particular fact for great emphasis—then one may feel justified in sending the hurry call for the wagon that carries the little red warning flag that means "dynamite."

Five Chemical Companies in \$300,000,000 Merger

Five of the largest American chemical companies, General Chemical Company, Solvay Process Company, Semet-Solvay Company, Barrett Company, and the National Aniline and Chemical Company, are to be merged into one corporation with a capital stock of about \$300,000,000.

The announcement was made by Dr. William H. Nichols, chairman of the board of directors of the General Chemical Company, who said that a general plan of merger had been drawn up and would be submitted immediately to all boards of directors. The arrangement, he said, would be worked out through an exchange of shares, the shares in individual companies to be exchanged for shares in the new corporation.

The new corporation, unless some consolidation of European concerns should take the field ahead of it, will be the largest manufacturer and distributor of chemical and food products in the world. The Barrett Company has forty plants in the United States and turns out roofing and building papers, pitch, tarvia, acids, naphtha, benzol and all coal tar products.

The Solvay Process Company manufactures alkali and its by-products and through subsidiary companies operates by-product coke plants throughout the country. The Semet-Solvay Company is affiliated with the Solvay Process Company and manufactures iron, steel, coke, copper, lumber, gas acids, explosives, chemicals, etc., and does construction work. The General Chemical Company, with plants in seventeen cities, manufactures heavy chemicals, sulphuric acid, grocery specialties and baking powder.

The National Aniline and Chemical Company is an amalgamation of a large number of smaller companies that manufacture aniline oil and salts, colors, intermediates and dyestuffs. Its plants are in several States and in Canada.

H. A. Engleman with The Arrow Company

H. Arthur Engleman, for the last three years manager of the advertisers' service department of the *Evening Bulletin*, Philadelphia, has resigned and is now associated with The Arrow Company, also of Philadelphia, direct advertising. Before joining the *Bulletin* Mr. Engleman was associated with The McLain-Hadden-Simpers Company, Public Ledger Company, Philadelphia, and Charles Frederick Higham, London, England.

This Suggestion—

applied wherever possible, may help solve your problem of rising rates.

Erie, Pa., is a national exception—with few parallels. Through one paper, the Times, you can reach practically every worthwhile family. *Often the city circulation exceeds the number of families.*

Population unit over 100,000—large enough to be profitable. Business conditions certain to be stable because of diversified industries.

Selecting good sized cities where one paper **really** reaches practically everybody, is one way to solve the problem of increased advertising rates.

Erie Daily Times

(A. B. C. Member)

Paid Circulation 29,183

Average for August, 1920

Line Rate 7c flat. Evenings except Sunday

The Times has about 50% **more** than the **combined** paid circulation of its two daily competitors, and about **treble** the circulation of either.

This combination of attractive market and dominant newspaper lowers advertising cost and increases net profit.

The Erie Daily Times for EVERY National Advertiser

Representatives

E. Katz Special Advertising Agency

Established 1888

Chicago
Kansas City

New York

Atlanta
San Francisco

Your Lawyer's Advice



WELL known is the fact that nine out of ten new businesses fail altogether or are forced to re-organize shortly after their conception. The causes behind this are varied, ranging from poor financing to inefficient management, and one of the most important factors is the lack of intelligent merchandising and advertising counsel, combining wide experience and vision.

No one would attempt to carry on the organization of a new concern without legal advice—and it is our contention that the proper merchandising and advertising counsel is equally necessary.

For over thirty years Critchfield & Company has been helping its clients to build better and bigger business. We have started with a considerable number of organizations at their very inception. Several of our largest accounts were built up from very small beginnings. Our high financial rating means that we are successful. But—our success is completely dependent upon the returns we secure for those with whom we do business.

CRITCHFIELD AND COMPANY

H. K. BOLDEN, President

Advertising and Merchandising

Chicago

— New York —

D

er's Service - and Ours

The work of Critchfield & Company is far more than the mere preparation and placing of advertising, the importance of which we do not minimize in the least, however. Our service includes trade research to whatever degree may be necessary; advice concerning the best methods of distribution, and how to effect it; originating trade names, designing packages, etc.; and finally a complete plan founded on the facts in the case covering the merchandising and advertising activity.



In work of this sort we have the cooperation of men and women who are thoroughly versed in business methods and human nature. No one organization can have a corner on brains, of course—but the fact that our force has been built up during a period of over thirty years successful operation indicates a fair share of advertising brains and presupposes a very wide experience. As a matter of fact it is almost impossible to bring us a type of product to advertise with which we have not had contact before.

We are at your service.
A request will bring you
any details you may desire.

ND COMPANY

ND President

erchandising Agents

Detroit

Minneapolis



Put Your Message Across

Direct-by-mail advertising is good—when it's good.

In other words, results depend on appeal. Put your message across by using Hammermill Cover for your Self-Mailer, Catalog, Circular, or Folder.

Supplied in a variety of colors and finishes. Ask your printer about Hammermill Cover—or write to us for samples. Hammermill Paper Co., Erie, Pa.

As Standard as Hammermill Bond

HAMMERMILL COVER

*For Booklets, Folders, Broad-sides, Catalogs, and all
Direct-by-Mail Advertising*

Another Effort to Teach Consumers Cost of Doing Business

Retailers Sell at Wholesale Price, Plus Selling Expense and a Specified Fee

FOR the last two or three years manufacturers' service departments have been urging retailers to take their customers more into their confidence as to prices. The idea was that much of the clamor against retail prices could be abated if the people could be brought to understand the whys and wherefores. The retailers have been urged to discuss freely in their advertising the whole matter of how prices are fixed, telling people of the higher production cost, the difficulties of transportation, the higher selling cost after the goods get to the store and the necessity of adding to all this a moderate net profit.

Retailers have responded to a considerable extent and much has been said on this important topic. But in quite a number of instances things have been said that would best have been left unsaid. This has been due, not to any vicious intent on the part of the retailer, but more to a faulty view of psychological principles.

There is a certain element of danger in such advertising, as PRINTERS' INK has said several times, even though it be handled by experts who know the public mind and are able to present their views with accuracy. The danger is that people are likely to misinterpret or even refuse to believe. They have been bombarded with so much talk about prices and have read such a great variety of excuses for boosting practically everything under the sun that they are openly suspicious when a retailer or anybody else presumes to become confidential with them on the matter of price. The very frankness of the presentation makes them look all the harder for the hook they believe to be concealed.

With all this in mind, it is interesting to note a move that has

been started among Western retailers to revise their method of storekeeping so that the prices can talk for themselves.

The plan involves marking every item with the wholesale laid-down cost and the selling price. Customers who desire to purchase at the wholesale price may do so by paying a certain amount per month for the privilege. Out of this amount the retailer gets his profit.

THE TOPEKA EXPERIMENT

A typical instance of the way this plan works is shown in the methods of a grocer in Topeka who has changed the name of his store to "The \$2 Grocery." The plan is to sell what might be called "memberships" for \$2 a month. The "members," just as long as they keep their "dues" paid up, will be allowed to buy anything at a price covering the wholesale and selling cost. All others will be charged regular retail prices. Both prices are plainly marked on each item.

The retailer says he has figured out to his satisfaction that the \$2 a month each customer pays him will be an entirely satisfactory profit to him, inasmuch as it will be net. And then there is the advertising value of having both prices indicated in plain figures. This shows even the customers who do not take advantage of the plan that there is, after all, not such a wide discrepancy between the wholesale and retail prices as they thought.

This plan is worked with varying degrees of success. One big store made it go in great shape for a few months and then had to drop it because customers did not keep their "dues" paid up. The retailer declares, though, that his fall-down was caused by lack of persistency in his advertising. The

initial enthusiasm was so great and the interest so general that he relied upon this to push the plan over to an ultimately solid footing.

"Our experience shows," he says, "that even though a thing is admittedly good in merchandising you have got to get back of it with advertising to put it across."

There seems to be at least the germs of an idea in the experiences of the several retailers who have tried "the monthly-dues" plan of operating. In some respects it is similar to the co-operative method. But it is regarded as much more practical because it is not founded on any class appeal, and has no labor union or party politics back of it. Each store being the exclusive property of the retailer, there is no chance for the introduction of fantastic theories which have strewn wrecks of co-operative stores around the country for the last fifty years.

"The idea is one that will bear watching," a grocery jobber said to **PRINTERS' INK**. "Possibly out of this may be worked some definite plan which jobbers may recommend to their customers. There can be no doubt that the retailer needs some definite, concrete help."

An Echo of Fifty Years Ago

THE PRICE CURRENT-GRAIN REPORTER
CHICAGO, ILL., August 19, 1920.
Editor of **PRINTERS' INK**:

Your favor of August 16th, addressed to Mr. Strong, is at hand. You ask, "Are the Farmers of America preparing to take over the distribution of their products?"

If you could come out West and sit in and listen to what the farmers say who are proposing to do that sort of thing, you might get some ideas for your people down on the other side of the Hudson River who think there is nowhere else on earth.

We are not prepared to say that the American Farm Bureau Federation is a "dangerous organization." It is probably well intentioned; but is under the control and management of a lot of people who think they understand something that they know very little about, and so in ordinary parlance would be called "nuts"; and the surprising thing is to me that **PRINTERS' INK** should waste so much space, as it did in a recent issue, to an interview with John R. Howard and present his ideas in the manner they were presented, just as

though there was anything about them that had the slightest semblance to common sense. It seems to me that your paper, like a good many others, has abandoned all attempts to direct ordinary business thinking along common sense lines.

We have not time to go through the interview with Howard seriatim to point out the absurdity of the whole business, but it seems to me a newspaper with the reputation, character, aims and purposes apparently of **PRINTERS' INK**, in order to maintain its character and its reputation running through the past forty years, ought to take cognizance of the fads, the commercial absurdities and economic inconsistencies, not to say stupidity, of an interview such as Mr. Howard has given your paper. Now, this is putting the matter of course very straight; but I don't think that you are taking into consideration in publishing an article of that kind the fact that you are encouraging in a business publication of high standing economic nonsense.

You ask with reference to this matter, "Have you read of this important movement so vital to the life of the nation and affecting the business of every man in the country? Would you like to know some of the real business?" We think we know something about this business—this whole farmer business—it is "nutty." But what I would like is to see that **PRINTERS' INK** knows something about the facts and would pay some attention to them.

When you find a farmer's paper devoting a whole page to such a subject as this, "Farmers Capitalize and Patronize Their Own Business," we just wonder how long, if such a thing will work out as you intimate it might possibly work out by the process suggested by President Howard in your interview, your business advertising generally would pan out.

E. G. OSMAN,
Managing Editor.

P.S.—It is nearly 50 years since I became acquainted with Rowell and the genesis of **PRINTERS' INK**.

Americans Stimulate Good Roads Campaign in Argentina

S. T. Henry, vice-president of the Allied Machinery Company of America, is largely responsible for the formation of "The Good Roads Association of the Argentine Republic." The idea was warmly received by Minister of the Interior Gomez, who told American representatives that "Americans know how to build roads better than we do. We welcome your help." The newly organized association plans an active campaign. The movement has the hearty support of American automobile interests and cement companies, and of the British railroads, for which good roads would act as feeders from agricultural districts.

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Advertising That Must Pay

The huge corporation may (and often does) "indulge" in advertising. The little fellow may wade carefully in the shallows. Neither is an advertiser in the true sense of the word. Real advertising energizes a business, fixes its policies, shapes its course. Real advertisers oftenest are business men who *must* make advertising pay and who cannot afford to waste either money or opportunity.

Send for the book "*How to Judge an Advertising Agency*"

J.H. **CROSS** CO.

General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Overreaching Jobbers at Fault for Loss of Paying Lines

Manufacturers Forced to Compete in Distribution Because Jobbers Compete in Manufacture

By Carlisle N. Greig

"WHY the jobber?" again is uppermost in the minds and plans of many manufacturers of grocery specialties. The doubt is not new. The Procter & Gamble policy has simply brought it to the surface.

Christopher James' contribution in *PRINTERS' INK* for August 19 is so wise and temperate that it is sure to provoke the discussion needed to clarify the situation and suggest the remedy, if remedy there be.

At the outset I would like to register my indorsement of Mr. James' classification as between the small-town jobber and the big city jobber. The former really and honestly *distributes* and doesn't attempt to compete with the manufacturer who employs him. The latter—the New York, Chicago, Detroit, Cleveland jobber—is the gentleman who has caused the cry, "Why the jobber?" For the big city jobber, in many cases, not only is an active competitor of the specialty manufacturer, but in many cases is positively hostile.

The manufacturer of a grocery specialty plans to enter Bigtown. The jobber's salesmen will not secure distribution—that's not their job. "If you will create a demand for your product we'll fill the orders." Sounds familiar, doesn't it? So the manufacturer puts in his own specialty salesmen, covers the retail trade and turns his orders in to whichever jobber the dealer specifies.

The jobber's salesmen frequently advise the dealer not to stock the new product—"We have the same thing; *we don't advertise*, and there's more for you in selling our 'Gazimp Brand' than in this higher-priced stuff."

In many such transactions "a wink's as good as a nod," for the

jobber is "carrying" the dealer who naturally prefers a quiet life and, after all, "Gazimp *does* show more profit."

Look at the Bigtown jobbers price-list. Mark the changes from the staples of ten years ago and the staples and specialties of today. One can almost "hear" the Bigtown jobber think thus-wise:

"My!—these new toasted corn-flakes are selling fast. Our orders for them are steadily increasing. Must be good money in corn-flakes. Just think of the profits that Battle Creek guy is making from *our* sales to *our* dealers! Outrageous, I'll say."

So out comes the "Gazimp" toasted corn-flakes, and for "corn-flakes" read pancake flour, washing-powder, beverages, or any of the many other grocery specialties for which some enterprising manufacturer did all the pioneering and made the *riskless* market which jobbers so dearly love.

More power to Procter & Gamble! If a few more equally representative concerns in other grocery specialty lines would decline to work with jobbers who are also active competitors (and sometimes unfair ones) the "Gazimps" either would disappear or the manufacturer would sell direct to the trade.

No square-dealing manufacturer objects to paying the grocery jobber for services rendered, and there are hundreds of jobbers who are earning their special prices and discounts. But the substituting jobber—the man who actually does his best to *kill* the manufacturer who supports him—what shall we do with him?

We might at least invite him to contribute to this discussion, to deny or justify his present Jekyll and Hyde performance.

Bundscho has proved that there is always a chance for the man who can do something better. Who ever would have thought, a few years ago, before he started, that art in advertising typography had such possibilities—could make so much room for itself in the business world?



J. M. BUNDSCHO, Advertising Typographer
Fifty-eight East Washington Street
CHICAGO

Your Medium *for Selling*



Iron, Steel, Metals,
Alloys

Fuel, Refractories

Heat Treating
Equipment

Castings, Forgings,
Stampings

Pipe, Springs, Wire
Screws

Electrical Apparatu

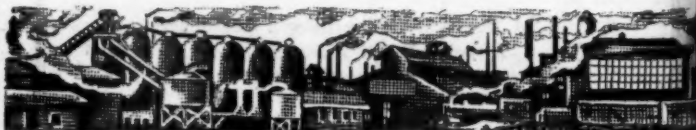
Power and Transmission Equipment

Foundry Equipment, Metal-working
Machinery

Machine Tools, Attachments and Small Tools

Factory Equipment and Mill Supplies

Material Handling Machinery



SINCE it was established in 1855, The Iron Age has stood for distinctive and exceptional service to the world's basic industries—blast furnace, steel plant, foundry, machine shop, and metal-working interests. It is the recognized authority on conditions, prices, progress, and all matters of general interest in this great field.

Any complete list of metal-working industries will coincide closely with The Iron Age circulation, which covers a field equalled by no other business paper. It reaches a tremendous world-wide aggregation of buying units, practically each subscriber representing a separate and distinct company, operating plants which are exceptional in size and importance, volume of business, and buying power.

Advertisements are arranged for the convenience of the busy buyer—grouped according to the **product advertised** as well as cross-indexed by materials and manufacturers—just another of the exclusive features that make The Iron Age a dominant factor in the industrial field. Over 2,000 representative companies advertise their products and services regularly, making its pages a veritable index to American manufacturers and distributors of every conceivable requirement in the metal-working establishment.

There is an interesting booklet giving a bird's eye view of the Buying Units of The Iron Age field, sent on request.

THE IRON AGE

The World's Greatest Industrial Paper

ESTABLISHED 1855

239 West 39th Street, New York

Charter Member A. B. C. and A. B. P.



*It is seldom possible
to knock a home run
and keep one eye
on the grand stand*

WE like our clients to feel that we are sincerely desirous of winning admiration for the products which they have to sell. Whether the advertising will also bring applause and admiration for the agency that designed it, is a matter of lesser consequence.

Collin Armstrong, Inc.

1463 Broadway at 42nd Street, New York City

GENERAL ADVERTISING AGENTS

New York - London - Paris - Toronto - Montreal

*The RIGHT ANGLE is
issued at frequent intervals
and it will be a pleasure to
send it to you regularly upon
request.*

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Campaign Based on "Money Back" Offer Gets Talked About

American Tobacco Co. Makes Shrewd New Use of Old Idea and Is Pleased with the Results, Even the Criticism

By S. C. Lambert

"ISN'T that good!" a copy writer young at the game once exclaimed to his chief as he spread out his new idea.

"Yes, it's very good," replied the chief. But the copy writer's blush of pride faded right there. For the chief continued, "That idea is so good, it has been used any number of times these last twenty years! It's good, all right, but it's dead as Adam."

But do advertising ideas die? Apparently they do not. They only take a brief rest and then come back—Jim Jeffries himself again and full of the pep and punch of youth.

At any rate, that would seem to be the opinion of Arthur C. Mower, advertising manager for the American Tobacco Company; and he backs it by asking a string of questions to which you are likely to answer, "Yes!" Here are some of them.

"You want your advertising to attract attention, don't you? That's part of the purpose, isn't it? Well, then, if you find that people are talking about your campaign, isn't that pretty satisfactory proof that they are seeing and reading your ads? And that's what you pay out your money for, isn't it?"

Newspaper readers will still remember the Lord Salisbury "Open Letter" campaign of four years ago. The letters were addressed to the most talked of men in the country and made a great hit.

The new Lord Salisbury campaign is equally unusual, but in a different way. The main feature of it is the following paragraph, which runs in heavy black hand-lettered big capitals and small capitals across the bottom of each advertisement below the offer of money back from the dealer if you don't like Lord Salisbury.

"If It Should Happen That a Dealer Refuses to Carry Out Our Offer, Send the Open Package with the Remaining Cigarettes to the Main Office of the American Tobacco Company, 111 Fifth Avenue, New York City, with Your Name and Address Plainly Written and We Will Send You Our Check for the Amount You Spent."

Every packet of Lord Salisbury cigarettes, in fact, of every cigarette guaranteed by the American Tobacco Company, carries the printed statement that "if you don't like these cigarettes you can get your money back from the dealer."

PURPOSE IS TO PUT LIFE INTO THE GUARANTEE

"We are now backing up that offer in the strongest possible way we can," Mr. Mower explained to PRINTERS' INK. All of us in the American Tobacco Company believe in our products, and we want our customers to know that we do. Hence we naturally say, 'We don't quibble—it's nothing against a cigarette like the Lord Salisbury if some other brand suits you better—it's a matter of taste, and we'd rather you smoke what you like to smoke; that's what we do ourselves—here's our check for what you spent.' That, we consider, is good institutional advertising.

"So far I have not heard of a single check having been asked for, and I've no idea that we shall have any need for one of those mechanical sign-five-at-a-time check designing devices. But we certainly had no intention of 'gambling on the natural disinclination of men to ask for their money back even if they don't like the goods,' as one critic of our new campaign suggests.

"Nor are we 'misunderstanding the little whims, feelings and foibles of human nature,' as another critic supposes. As a matter of fact our offer is based on knowledge of human nature. A man reading our offer will say to himself, 'Those cigarettes must be pretty good, their makers have such confidence in them they go to the extreme and take what's literally a gambler's chance on my liking them.' He knows that we are serious and that our purpose is to take a chance on his taste because we know our product is a good one.

"In the case of similar offers, made at one time on men's socks, the question there was a matter of fact—did the socks wear for six months? If they did not, the purchaser got new socks for them. With us the question is a matter of opinion only, and therefore stronger.

"We guarantee the Lord Salisbury cigarette to be of such quality that it affords its purchaser a certain cigarette comfort. If any purchaser finds that he does not get that comfort—which is what we undertake to sell him—then we are only keeping our bargain with him by saying, 'All right, old man, here's your money back.'

"As to its being an old idea—what of it? We know it is old—and we believe it is none the worse for that; better, in fact, because it has made people talk. The more people will criticize our offer, the more we shall like it. We shall know people are also talking about the cigarettes."

Your turn next, if any there are, who think that after a long, respectable and useful life advertising ideas should be given a decent burial and left to their well-earned rest!

"Popular Science Monthly" Staff Changes

Lester B. Tunison has been made Western manager of *Popular Science Monthly*, New York, and Albert L. Cole, who has been with *Popular Science Monthly* in the West for the last year, has been appointed Eastern advertising manager.

New Business Fields Entered by New York University

New York University will open a Graduate School of Business Administration on September 27.

The course will be conducted with special reference to college graduates who are anxious to get commercial training. The dean of the new school is A. Wellington Taylor, who was director of the Wall Street Division developing the work of the University's School of Commerce in the financial district.

The University has established in connection with the Graduate School a Bureau of Business Research, which will be directed by Dr. Lewis H. Haney. The bureau will be equipped to investigate questions pertaining to cost of production and marketing; the ascertainment of efficiency factors, and causes of waste; to make statistical studies of supply, demand, consumption, and use, circulation, and volume of traffic, etc., for business men and public officials.

Baking Powder Industry Important in Canada

Canada's baking powder and flavoring extract industry has an annual output worth over \$3,000,000 at the factory, according to a report to the Department of Commerce from Consul General Foster at Ottawa.

The report was based on an investigation of 24 establishments, of which 11 were in the Province of Quebec, 10 in Ontario, 2 in Nova Scotia, and 1 in Manitoba.

The total capital invested in the industry for the whole of Canada was \$2,259,753.

Trade Publications Combined

Edwin A. Scott, publisher of *Sheet Metal*, New York, has purchased *Metal Worker*, *Plumber* and *Steam Fitter*.

Mr. Scott plans two specialized papers, one to be known as *Sheet Metal Worker*, for the sheet metal and warm-air furnace industries; the other, *Plumber and Steam Fitter*, as a specialized journal for the fields mentioned.

The first issue of *Sheet Metal Worker* is scheduled for October 1 and is to be published as a bi-weekly. The first number of *Plumber and Steam Fitter* is fixed for October 8, and is likewise to be published on alternate weeks.

"World Traveler" Under New Management

World Traveler, New York, has been purchased from the American Publishing Company by the World Traveler Publishing Company, and will hereafter be issued as a magazine devoted to furthering the interests of travel and of travelers. Albert S. Crockett, who has been a foreign correspondent for the *New York Herald* and *Times*, is the new editor of *World Traveler*.

3,000,000 H. P.


**TEXTILE
INDUSTRY
FIRST**

THE Textile Industry uses more motive power than any other manufacturing group. It takes over 3,000,000 H. P. to turn its wheels—more than $\frac{1}{8}$ the total used by all American industries combined.

Power is costing the mill man \$50 to \$120 per H. P. instead of \$25 of a few years ago.

This mill man is naturally in a very receptive mood for equipment that will produce and transmit his power more economically.

In selling power plant and transmission equipment to textile mills it must be considered that their problems are essentially different. The textile mill engineer must be approached in his own language.

Several hundred power equipment advertisers are successfully doing this through the Power & Engineering Department of **TEXTILE WORLD**.

We will be glad to have our Technical Editors submit a written report on the adaptability of *your* product to textile mill use.

Textile World

Journal

Audit Bureau of Circulations.
Associated Business Papers, Inc.



BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

Catalogues for Reading

NOT all the romance of trade lies in selling. It must be fun enough, of course, to make a fortune out of stocks that rise on the Exchange; the annals of small business are rarely short or simple; peddlers are proverbially fascinating; and the dispatching of cargoes to distant coasts is supreme adventure. Selling is well enough. But there is the fun of buying, too—and, more particularly, there is the fun of looking at pictures of things which may be bought.

There is the customers' catalogue, with its cuts and specifications and prices. Man's imagination being what it is, merchants suffer no disadvantage when the people whom they address live continents away. Indeed, they had better address a distant audience, if they can do so with pictures. It is a rare and wantless man who can resist the image of a commodity once it is zinc-etched or steel-engraved or wood-cut. For all we know, the Phœnicians, those earnest traders of a long-gone day, may have circularized the shores of the Mediterranean weeks or months before their sails flashed signal from the dark horizon that they themselves were coming.

Who can calculate the importance of that thick, thumbled, biblically-printed volume, the mail-order catalogue, in America's culture? If the books we read passionately are the books that control us, then we must acknowledge our dependence on Chicago, miscellaneous genii and magical distributor of the plains. Her catalogues have kept no one knows how many farmers' families in conversation between supper and bedtime, have whiled away no one can guess how many Sunday afternoons for boys and girls or lonely men in shirt-sleeves after the Sunday paper. In the bosom of the family, around the lamp, there have been big things to look at—buggies, with shafts detached and pointing toward the top of the page, harness for noble

white teams, motorcycles, tractors, brass beds, hall-trees, front gates, mail boxes, washing machines, fleece-lined overcoats, horizontal engines—and small things to order: screw-drivers, can-openers, underwear, overshoes, writing paper, baking powder and toothpicks. There have been hitches in the correspondence, but then eventually the box has come, and the buyers' province of fun has at last been properly and fully entered.

Or consider those other unconscious wonder-workers — auction lists of foreign fruits received in port and announced for sale. The buyer whose business sends him to wharf or salesroom with such a compendium in hand is truly enviable, for his business is all with pictures, and momentarily he is a child again. Trade takes on undeniable romance; quaint, ingenuous symbols make the world at once larger and smaller, at once closer and farther away. A whiff of Italy came magically along the other day, for instance, in a tall, grey "Catalogue of Maiori and Sorrento Lemons, Ex Steamship *Canopic*, Landing at Pier 61, North River, to be sold at auction."

Inside was no discussion of anything—only a hundred or so reproductions of trade-marks that told old-fashioned tales. The "Salvatore" lemon bore a lamb and a hare on its wrapper, the "Rosina di Creszenzo" a small, smart donkey, the "Dandy Owl" a bird in waistcoat and top hat, the "Poodle Dog," a poodle with pipe in mouth, cane in hand, and a basket of lemons on his back. There were fine ladies, of course, in impossible skirts and hats; there were Paul and Virginia; there was Pan; there were lovers in the rye; there were priests and soldiers and saints and virgins; there was Harlequin crossing his legs and standing on tiptoe; there was an ordinary kind of kiss called "Amore Moderno"; and there was a short, plump, gesturing Uncle Sam.

Who says that trade has not its glories, too?—*The Nation*, New York.

Second Largest Daily Morning Circulation in Ohio

Second Largest Daily Morning Circulation In Ohio

The Ohio State Journal.

Established 1811

STORY. BROOKS & FINLEY, Foreign Rep.

NEW YORK

PHILADELPHIA

CHICAGO

Read by the Buying Power for 109 Years

WHEN PEOPLE ASK ABOUT JACKSONVILLE, FLORIDA

You tell them that each of the three national banks has been compelled to practically double the size of its quarters in the past two years.

You tell them that the million dollar bridge across the St. Johns River now under construction will be completed within a year, adding greatly to the ease of travel to and from the East Coast of Florida.

You tell them that the State Road department of Florida in co-operation with the United States Bureau of Roads is building millions of dollars' worth of splendid highways centering at Jacksonville.

You tell them that the municipal docks and terminals of Jacksonville and all the other shipping facilities are over-crowded, making necessary immediate and extensive additions to the equipment for handling water-bound commerce.

You tell them that Jacksonville is spending more than a million dollars for drainage and street paving in the business and residential sections, including extension of these and other public utilities to the thickly populated sections recently annexed to the city.

You tell them that in a new five-story office building recently erected, every room was rented before completion. That a large apartment house to be ready for occupancy early this fall has had all space taken for months. That hundreds of business blocks and residences are going up.

You tell them that the two telephone systems of the city, lately consolidated, have proved inadequate to the demands for service, making necessary extensions of great magnitude as soon as material and labor can be secured. That the large and commodious union station completed last year has been taxed to capacity right along.

You tell them that three shipping concerns are operating vessels from the port of Jacksonville, to Asia, Europe, Central and South America and the West Indies. That scores of

steamers are clearing every month, with ever-increasing demand for tonnage. That steamers of thirty feet draft may now reach all important docks with additional dredging of the St. Johns River under way.

You tell them that Jacksonville has the largest depositories for fuel oil along the South Atlantic Coast, with the result that the port is made the base of supply by many steamship lines. That the largest dry dock south of Baltimore is located in Jacksonville, and that here there are large ship repair and outfitting plants, all busy. That shipbuilding is an important industry in Jacksonville.

You tell them that Jacksonville is the banking, commercial and distributing center of Florida, every part of which is growing in population and prosperity. That the state's fishing, lumber, phosphate and naval stores industries are all exceedingly active. That the citrus crop, the farm production and the live stock output are increasing rapidly. That the winter of 1920-21 will be the greatest tourist season in the history of Florida.

You tell them that the Ford Motor Company has purchased half a city block in Jacksonville for a southeastern depot. That the Childs restaurant here has been so successful, property for a second and larger one, in the center of town, has been purchased. That the Winchester Repeating Arms Company has leased valuable property for a branch house. That Crane Company, largest manufacturer of heavy pipes and fittings, will also open a branch in Jacksonville.

You tell them that with all this progress and prosperity, the buying power of the Jacksonville public is greater than ever before and larger than that of perhaps any other city in the country of like size. That the circulation of the Florida Times-Union has more than kept pace with the development of the city and state and the returns to advertisers yielded by it have been accordingly good. That national advertisers can cover Jacksonville completely through no other medium.

FLORIDA TIMES-UNION

JACKSONVILLE, FLORIDA

BENJAMIN & KENTNOR COMPANY, New York and Chicago

How to reach the Cement Mills

It costs three or four million dollars to establish and operate a cement plant.

Each plant has an annual output worth three or four million dollars.

Manufacturing is on a big scale—equipment receives hard punishment—replacements are frequent. This market is big—*growing*. Cover it with the

MILL EDITION of

Concrete

It reaches every cement mill in America and most of those abroad, as well as the larger lime plants.

It doesn't reach anyone else.

A restricted, selected, wasteless circulation.

On that account, a low advertising rate.

A. B. C., of course!

MILL EDITION of

CONCRETE

New Telegraph Building
Detroit, Michigan

Member Associated Business
Papers, Inc.

A Mexican Miner's Dinner-Pail and Its Relation to Production

A Tale of Mexican Miners Who Have Strength to Do a White Man's Work, Now That a Larger Income Brings Them the Nourishing Food They Need

By Chester M. Wright

Assistant Editor, *American Federationist*

THE best advertising copy in the world wouldn't be worth a lead nickel if its appeal were confined to the Sahara desert. Stetson would never get rich selling headgear to Hindus. Nor would E. & W. collar styles impress their fine points upon the minds of the embattled Yaquis.

All of this is axiomatic and therefore unforgivable, except for the fact that it leads me to a story that has a point and a value. It is set down to furnish a jumping-off place.

The story came to me through James Lord, president of the Mining Department of the American Federation of Labor, a man conservative in his dealings with facts and intimately informed as to this incident.

It was during the early part of 1918 that the Mexican copper miners, in the great Clifton and Morenci districts, reached the decision that higher wages were imperative.

The wage of the Mexican miner was at that time an exceedingly low one, not much above the peso and a quarter a day which then was about the going wage in Mexico. The diet of the average Mexican miner in Arizona differed little from the meagre frijole and tortilla diet of the Mexican miner in his native land.

Now it is worth while, maybe, to note that frijoles and tortillas are not advertised commodities. They are homemade. They constitute the rock-bottom poverty diet of those who can get nothing better. I have had a great many persons tell me that the Mexican worker is "satisfied" with a diet of that kind, wants nothing better and would understand nothing

more complicated. I say now with more conviction than ever that this is bunk.

It so happened that this fit of exasperation struck the Mexican miners in Arizona during the high tension of the war. Copper production had to go forward at top speed. Arizona and the Hindenburg line were pretty close together and miners had a close partnership with American troops in France.

The United States Department of Labor sent a man out to Arizona. It was fortunate that the man sent by the department was a man with a regular head on his shoulders and with regular brains inside that head. In substance his message was:

"You stay at work. We will get a meeting with the directors concerned and we will settle this trouble. The decision will date from the time the dispute began."

Some of the men who attended the meeting that followed came all the way from England. Its result was a sociological demonstration that ought to be set down in big books for students who dig away after facts under the guidance of professors with tall brows.

"We want our wages to be as high as the wages of the American miners," said the Mexican miners.

"You produce less than half as much rock per man and the rock here is leaner," was the answer.

The Mexican miners saw the point, but their leaders saw two points. They saw that if Mexican miners were to get as much money as American miners got, it was but fair that they produce as much. They saw, too, that higher production was not possible with

bodies nourished only by frijoles and tortillas. It looked like a circle that had no break. But the guns were howling in France and a break had to be made.

The wages of the Mexican miners were doubled. "You accept this settlement," they were advised. "Then you put beefsteak on your tables. Use your new wages for better food. Put strength into your bodies. Then use that strength to get out more ore. In six months we will have another conference and make a new agreement."

Does it begin to be apparent that this tale has interest? Does the relation between wages, buying power and production and selling begin to make itself noticeable?

During the cessation of work prior to the conference there was a certain storekeeper in one community who had faith in these Mexican miners. They had no money for anything. They never had earned enough to have a surplus. He staked them until collectively they ran up a bill of \$30,000. Within six months after the settlement they had paid him back to the last cent.

Better food, doubtless even Wilson hams, Beech-Nut bacon and Shredded Wheat, went onto the tables of 10,000 miners and their families. Higher grades of commodities were used. Toothbrushes, toothpaste, shoes and better clothes became possible. Substantial eatables found their way to tables hitherto ungraced by dishes of such savor and substance. It is of record that the consuming power doubled and that it was used to the limit.

Wages were not yet up to the American standard, but they were so far above anything these hard-working people had ever known that they really made possible an entirely new kind of life. Thus fortified, these men went out to raise their production standard. They were ready for the test, and before the six months' period had elapsed they actually had doubled their volume of production!

The result of this was that when the second conference was held a

second increase of wages was agreed upon. To-day, I am assured, the production rate of these Mexican miners is about on a level with the production rate of the American miners.

It was a good bargain. The Mexican miners of Arizona have trebled their power to buy. They have broadened their scope of life. They have opened the way to better food, better clothes, more and better of whatever they want and need. In return they gave the world more than double the amount of copper.

The old argument that these men were satisfied with frijoles and tortillas and wanted nothing better seems to have gone where the woodbine twineth, which, if you've ever seen the Arizona copper hills, you know is a long, long way from there.

And, if you mass the trebled consuming power of 10,000 men and their families, you'll find you have something to think about, in addition to the better citizenship and happier life which is the first and foremost consideration.

You wouldn't advertise garters and socks to a barefooted race unless you thought the barefooted race could buy them after being shown their advantages. You wouldn't try to sell pianos in a poorhouse or boys' bicycles in an orphanage.

Some would have said to the Mexican miners of Arizona, "You are not worth any more than you are getting," and many persons have said substantially that in a great many cases. But the big point is that until they got more these miners couldn't start on the upgrade because they hadn't anything to start from. They were at the bottom of a gorge, standing on flat surface and with no steps on which to climb out.

Prosperity such as these men knew nothing about has come into their lives. They see a new and better side to America—and they are better customers for America. It's a great game—a new kind of a circle that's made out of elastic instead of steel. It keeps growing wider all the time.



Big Men and MOTOR



MOON MOTOR CAR CO.
INCORPORATED



LARGE FARMER, WORKSHOP
ST. LOUIS, U.S.A.
CITY OF ST. LOUIS, MISSOURI
CHAMBER & COM. BLDG. 10TH FLOOR

ST. LOUIS, U.S.A.
May 10th, 1920.

Motor,
113 E. 40th, St.,
New York City.

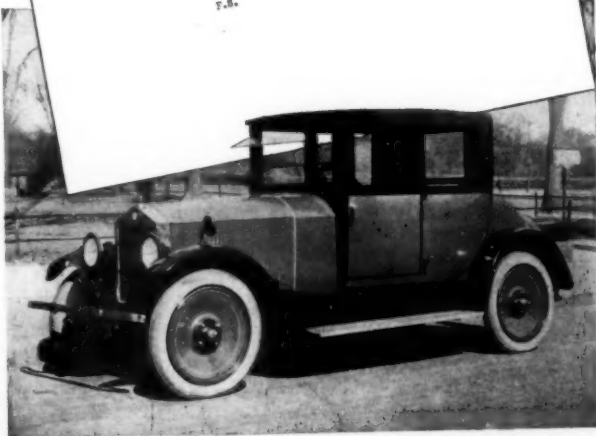
Gentlemen:

Motor is a wonderful publication
and appeals to all who are interested
in automobiles. The owner, dealer
and manufacturer will find in its
columns information that really helps.
From the standpoint of workmanship it is
a work of art.

Yours very truly,
MOON MOTOR CAR COMPANY.

Stewart McDonald
Stewart McDonald,
President

F.S.





EVERY

No other appeal is quite so universal and appetizing as that of food. Next inness, reduction of that food in its actual size and colors. This car card provides a natural opportunity for a full advantage of it in presenting the food.

The two subjects reproduced here in are the year's Crisco campaign in the street car cards ways Advertising Company.

RYN EATS

sal and appeal. Real food before you on the
ext interest, in arousing hunger, is the repro-
size and colors. The very physical nature of the
tunity this, and Procter & Gamble are taking
the to foods made from Crisco.

e in re are interesting representatives of this
set cards were prepared by the Street Rail-

Enjoy the real
flavor of the fruit
in pies and short-
cakes by using

CRISCO

*The tasteless
shortening*

for enriching
the crust

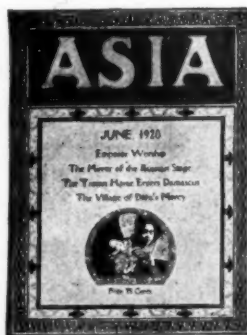


CUTS BY NEW CENTURY COLOR PLATE CO. N. Y.

TIRES!

ASIA'S readers spend more than Five Millions a year for motor car tires and nearly Thirty Millions for motor truck tires! That's another piece of illuminating news about ASIA that trickled through the analysis we recently made. Thus we can summarize our tire solicitation very briefly: A Thirty-four Million Dollar Tire Market at \$350 the page. Or stated in another way: Ten Dollars buys a sales potential of One Million! Which, after all, is the only way to state it.

RAYMOND A. BABCOCK
Director of Advertising



ASIA PUBLISHING COMPANY, 627 Lexington Ave., New York
In the West: SEARS & IRVING, Peoples Gas Building, Chicago

Visualizing the Magnitude of a Business with Chart Illustrations

The Great Atlantic and Pacific Tea Company Finds a Simple Way to Impress People with the Magnitude of Its Operations

By Raymond D. Newton

THE operation of a chain of stores means merchandising facts that mount into impressive figures. But facts and figures are strangely uninteresting, even unintelligible to most people.

It is important on occasion, however, to impress the public in advertising with the magnitude of an industrial achievement.

That a great many people have bought an article, and have bought it consistently, through the years, is an impressive sales argument. This number would not buy and continue to buy if the merchandise lacked integrity.

The Great Atlantic and Pacific Tea Company operates 4,544 branches. These branches serve millions of people. It is highly desirable, therefore, that people look upon the concern, not as one small store, but as an aggregate ideal, a great national establishment.

In order to acquaint the public with these striking facts, in a thoroughly understandable manner, an advertising idea for a booklet distributed by the stores has been involved that visualizes the big things done. Guesswork is eliminated. Even a dull and unimaginative mind can grasp the significance of the pictures and the straightforward text.

In March, 1859, there was one Great Atlantic and Pacific Tea Company store.

Now there are, as we have said, 4,544, and the end is not in sight.

In 1916, the sales amounted to \$75,557,317. The largest week in volume in the firm's history was April 17 to 22, 1920, and reached \$5,774,809, which is at the rate of \$300,209,068 a year.

Sixteen thousand eight hundred and twenty-two people are required to operate this organiza-

tion, made up of the following units: One General Field Superintendent, fifteen General Superintendents, forty-four Superintendents, 244 Assistant Superintendents, 4,544 Managers, 3,422 Warehouse Employees and 8,552 clerks.

But it is in visualizing clearly the magnitude of actual business done that cartoon illustrations have proved of invaluable assistance. It is no new discovery in advertising that you can picture a thing with more ease than you can describe it.

Does any mental picture form, when the statement is made that this concern sells 144 million gallons of tea, or, more properly, sells tea in bulk that would make this much in its fluid state?

A NAVY AFLOAT ON AN OCEAN OF TEA

But here is how the idea has been presented to the public: If 144 million gallons of tea were put in one immense cup, it would float an entire fleet of United States battleships.

The drawing shows just this, the cup and the individual ships, plowing neatly through an ocean of tea.

And coffee sales, another big bulk figure. Fifty million pounds are sold in one year.

The artist shows two great bags filled with coffee. One towers above the highest peak of a mountain range, the other rises above the Woolworth Building. The text sums it up as follows: "the world's highest mountain would be required to hold this enormous amount of coffee. One day's coffee sales would fill a bag higher than the Woolworth Building."

And butter! Thirty-five million pounds are dispensed a year!

It would require a butter tub

large enough to cover the Statue of Liberty. This idea is visualized by means of a giant butter tub, inside of which the famous Liberty Statue is snugly quartered.

It is by comparisons that people understand facts and figures. And comparisons should be simple, perfectly familiar, drawn from every-day experience.

If you told a housekeeper that the A. and P. sells twenty million eggs each year, it would be an important statement, but one quite

always handy for comparison purposes, for most people have a pretty general idea of the country in which they live. They certainly appreciate its size.

Two hundred million pounds of sugar is the year's record.

A map, in outline, of the United States is presented, brimming with tiny people. And figures lettered across it state that the population of the country is 100,000,000. The Atlantic and Pacific Tea Company sells enough sugar in a year to supply two pounds to each inhabitant.

This chain of stores does a large business in canned milk. In one year 68,400,000 cans are sold. These cans, if placed end to end, would reach across the Atlantic Ocean and nearly one-third of the distance back again.

Dotted lines, running from the two cities, New York and Liverpool, a total of 4,195 miles, again visualize an idea that might mean little in words or in mathematics.

If placed three-quarters of a mile apart, the 4,544 stores, in twenty-nine States, would span the distance from New York to San Francisco, and here again, the idea is pictured.

The set of illustrations for this campaign is unique in every way, and proves that it is not always necessary to supply ornate and expensive canvases to catch the interest of the public and to stimulate big ideas of business.

When you have a story to tell that involves figures, facts, mathematics, give them, but in connection with some primitive, obvious means of illustration.

Newspaper Founder Dies

Dr. George L. Miller, who founded the *Omaha Herald* in 1865, later consolidated into the *World-Herald*, died in Omaha on August 28, in his eighty-ninth year.



VISUALIZES THE IMMENSITY OF THE TEA SALES OF A CHAIN OF STORES

beyond mental range to put in picture form. Therefore the artist is called in, and draws a map in outline, of the United States. Around it, forming an endless chain, and following the outside boundary lines, is a trail of tiny eggs.

For "if all the eggs sold were placed end to end, in a single row, they would extend entirely around the United States."

Can you visualize 150,000,000 pounds of flour? The year's sale of it mounts into significant but quite baffling figures.

Here is one way: This flour equals the weight of the *Leviathan*, fully loaded with cargo and passengers. The illustration here is an authentic picture of the famous vessel.

The map of the United States is

Not How Cheap *But How Good!*

Hundreds of Thousands of People in Chicago and environs could buy other newspapers, daily and Sunday, for less.

That they pay 3 cents daily for the Herald and Examiner and 10 cents on Sunday is an evidence that they are not concerned about the price, but the quality, of their newspaper.

John P. Dickson
General Manager

CHICAGO
HERALD EXAMINER
GRAND

Largest 3c Morning Circulation in America

Screen Sales

What Are "Attention Minutes"

AN attention minute is the most important unit in advertising.

It means the actual time a reader or a spectator gives to your advertisement.

The average newspaper or magazine advertisement requires but half a minute of attention.

A thousand foot Baumer Film, in a theatre, requires and receives fourteen minutes of undivided attention.

Seven million people give 91,000,000 attention minutes to a Baumer Film!

A screen sales story, developed by Guy McConnell, author and director of many famous film stories, is the most graphic

You get what you pay for—

and you pay for it at

1920

Sales Stories

"Attention Minutes"?

and convincing means of getting your message across to the public.

Guaranteed exhibition for more than 6,000 play days by high class motion picture exhibitors all over the United States parallels the lines of your distribution.

Begin now to employ this force in your advertising.

It is the most modern, economical and convincing method of effecting sales and building prestige.

*A line from
you will bring
you full par-
ticulars.*



Baumer Films Inc.

**Screen
Sales
Stories**

**Advertises Your Product
to Over 7,000,000 People**

**6 West 48th Street
NEW YORK**

...a've had it.

t aff

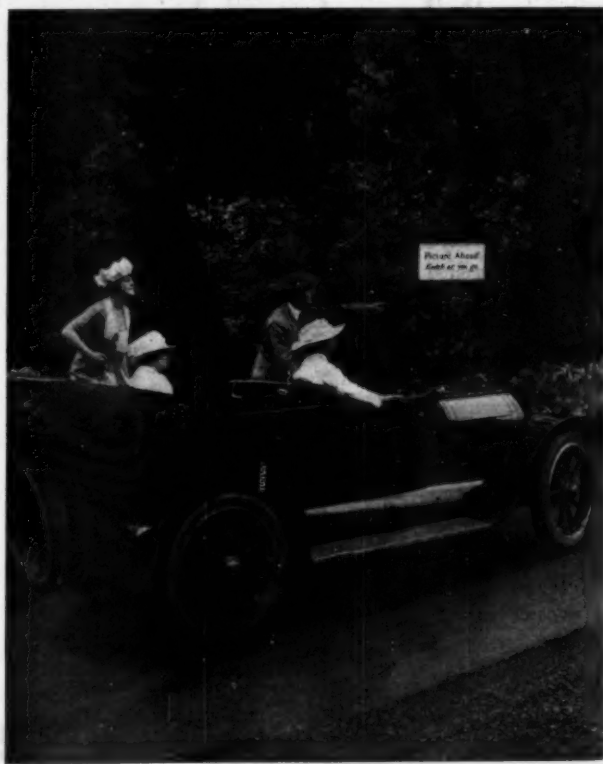
Eastman Co. Uses Graphic Space For First Time

Full Page Appears in the New York Evening Post

SATURDAY GRAPHIC

THE EVENING POST

SEPTEMBER 4, 1920



Eastman Kodak Co., Rochester, N. Y., *The Kodak City*

The Eastman Kodak Company has at last entered the Newspaper Graphic field with a full-page advertisement in the New York Evening Post Saturday Graphic of September 4.

This marks a new departure in the advertising policy of this company, the use of the Gravure process enabling them to reproduce actual photographs in a style heretofore impossible.

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Advertisers Must Learn How Consumer Acceptance Operates

Campaigns Fail through Lack of Understanding of Sales Resistance to Be Overcome

By George A. Nichols

TEN years ago national advertising was having a hard fight. It was opposed by the very people whom it could benefit the most. Among its enemies were retailers large and small—particularly the city department stores. Jobbers were against it. And even the sales managers of the concerns doing the advertising were not behind it as they should be.

This feeling was not caused by any fundamental weakness in advertising itself. It was based upon a widespread misconception of what advertising could do—a misconception that came because the powers of advertising had been wrongly presented and interpreted.

An instance of this misconception which was so widely prevalent at that time came to notice not long ago in a certain Massachusetts town. A nationally advertised article which it is not necessary to name here was not selling in that town as it should. The advertising was forceful and the article meritorious. The dealers had stocked the goods and the usual selling helps had been placed at their disposal.

What was the matter?

A representative of the agency handling the account went to investigate. He quickly found the reason the people were not calling for the article was that it was not given a proper chance. It was not represented in the store's window trims or interior displays and was mentioned only casually in the local advertising.

One retailer said he did not think it necessary to advertise and display the article because of the market which he supposed had been created by the national advertising campaign. In other words he believed—or had been led to believe—that the national

publicity would at once create a condition of consumer demand and that all he had to do was to stock the article and thus be in position to cater to the demand.

Right here is where the retailer made his big error. And on the very same point was based the general opposition a few years ago—an opposition of which we now see comparatively little.

It has become widely recognized that national advertising does not at the outset create consumer demand. Rather it brings about a condition of consumer acceptance.

This principle was made plain to the retailer in question. He was told that at the beginning, before he could get his share of the results from the consumer acceptance brought about by the national advertising, he first would have to prime the pump. He would have to identify his store with the campaign. He would have to get his clerks familiar with the article.

He would have to utilize local advertising, window displays and aggressive sales methods in general in order to hook the store up with what was being done in a national way, and thus complete for himself the good work that had been started in the minds of his customers by the national advertising.

ADVERTISERS MUST NOW AIM FOR CONSUMER ACCEPTANCE

The idea of expecting consumer demand at the start instead of consumer acceptance was the thing that made so many people fight advertising ten years ago. The situation is rapidly clearing up. Advertising is being understood for what it really is, and thus is being given a fair opportunity to work out its own salvation. Yet there is enough of the

old heresy still in existence to warrant some plain talk on the subject.

This resistance to advertising was baffling at first because there seemed to be no apparent reason for it. The prevailing tendency in some quarters to oppose national advertising was a mystery. Why did so many sales managers fight the advertising managers? Why were there so many instances like the one in the Massachusetts town, where presumably effective publicity work did not put across merchandise of merit and of fair price?

These and other considerations relating to the problem brought about a conference of three advertising men—Paul Faust; William Laughlin, advertising manager of Armour & Company, and H. J. Winsten, now advertising manager of the H. Black Company.

It was decided that a thorough investigation should be made with the idea of finding out the exact truth.

"We got to the root of the thing in a hurry," Mr. Faust said to *PRINTERS' INK*. "We found that the trouble was created because advertising was being misinterpreted. We discovered that advertising was being regarded as a crushing force. This, of course, is exactly what advertising is not. Advertising is a benign influence, the results of which are certain when all the premises are right.

"These interesting revelations brought about a great and important change in the presentation and administration of advertising. It now is being understood for what it really is. This is why you see the old-time opposition and prejudice gradually ebbing away.

"Advertising never is a crushing force even in the cleanest cut instances of consumer demand. There is a consumer demand, for example, for Baker's chocolate, which has been advertised for a hundred years. There is a consumer demand also for Goodyear tires. Yet many other manufacturers of chocolate and tires are in the market and doing a profitable business. The strong fellow blazes the way. He creates a

widespread condition of consumer acceptance for general goods in his line.

"You go into a store to buy a collar. Through reading advertising about Arrow collars, seeing them in stores or having them recommended by salesmen, you have become sold on that brand. You have reached a condition that might properly be termed consumer demand. So you ask for an Arrow collar. If the store hasn't that brand the chances are you will buy another.

"If advertising were the resistanceless thing that it has been pictured, no other collar could be sold you in that instance. But you know very well you have gone to buy certain brands of this, that and the other thing many times and have bought something else.

"When a leader in a field—or what the consumer conceives to be a leader—becomes oversold, he makes an opening for competitors two, three or four times removed.

"A woman goes to a store to buy hosiery. She asks for a certain advertised brand. If this brand is not available, nine times out of ten she can be sold some other brand if the clerk is at all capable.

"This principle works out in a host of lines—thus effectually disproving the theory that advertising can be made a steam-roller."

A MISTAKEN IDEA ACCOUNTS FOR PRICE MAINTENANCE LEGISLATION

This steam-roller idea mentioned by Mr. Faust has been responsible for much of the opposition to legislation providing for price maintenance.

A few years ago, while the price-maintenance bill was before Congress, the opponents of that idea said that such a law would put the retailer altogether at the manufacturer's mercy, that the manufacturer could place any price he wanted on his goods and then force the dealer to sell them through creating a demand on the part of the people.

One big jobbing concern that, for reasons of its own, did not want to handle branded advertised goods went so far as to de-

Establishing New High Records for August

in St. Louis Daily Newspaper Advertising

August, 1920, records a banner advertising month for all St. Louis daily newspapers, and in volume of gains over August, 1919, The Star, as usual, *led all the rest* with smashing increases as the following comparisons show:

In Local Display Advertising, The Star gained 570 columns, which is more than the COMBINED gains of the daily Post-Dispatch and the daily Globe-Democrat and more than twice as much as the Times.

In National Display Advertising, The Star was the ONLY St. Louis daily newspaper to make a GAIN—showing an increase of 84 columns. The Star's closest competitor, the Post-Dispatch, showed a LOSS of 92 columns. The Globe-Democrat LOST 26 columns.

In Total Paid Advertising, The Star's gain was greater than the gains of ALL OTHER St. Louis daily newspapers COMBINED. The Star gained 660 columns, which was more than TWICE the gain of the daily Post-Dispatch and more than FOUR TIMES that of the daily Globe-Democrat.

Advertisers who make their investment in Newspaper Space pay Big Returns, KNOW they CANNOT cover St. Louis unless they use The Star.

THE ST. LOUIS STAR

—don't Say "Paper"—Say "STAR"

Trade Mark Registered

National Advertising Representatives

STORY, BROOKS & FINLEY

Chicago New York Philadelphia

clare in print that if price maintenance became the law of the land, then the retail store would be nothing more nor less than a slot machine through which the manufacturer could feed his goods at will and that the retailer would be utterly unable to help himself.

If national advertising, working under its own power, could create such a demand that people would come clamoring into a store and insist on being served a certain brand and no other, there might be some justification for the slot-machine charge.

The thing is ridiculous and untrue, as most advertising men today are willing to admit.

No manufacturer can turn retail stores into slot machines for the sale of his goods at prices to be dictated by himself. His inability to do this even if he wanted to is due to the fact that national advertising to the consumer is not altogether a power unto itself.

On the other hand, get the dealer to co-operate, get him to use properly the great selling advantage national advertising gives to him through the creation of consumer acceptance, show him that consumer acceptance is a thing upon which he can build, and the best of results will follow for all concerned.

EASIER SELLING, SAYS THIS CHAIN-STORE OPERATOR

Alexander MacLean, owner of a Chicago chain of drug stores, told *PRINTERS' INK* a year or so ago that he had entered upon a deliberate policy of eliminating non-advertised goods from his store as far as possible. Since that time Mr. MacLean has made great progress in putting his idea into effect. He explains his stand by saying that he cannot afford to spend much time on non-advertised goods because he has to make independent effort to overcome selling resistance to them, thereby making it cost him more to sell the goods.

"Even though these non-advertised goods may pay me a longer profit on the individual sale, I cannot bother with them," says Mr. MacLean. "They do not turn

fast enough. Those manufacturers who advertise their goods in a national way, thereby help me in my advertising. Through their cultivation of the consumer they create a condition that enables me to step in with my own advertising and find my selling task comparatively easy. In other words, when I take on a well-advertised line I do not have to put behind it anything like the selling effort that is necessary in the other. I save money in the selling and in the advertising. These considerations, added to turnover, make it actually more profitable to sell advertised goods even on a smaller individual margin."

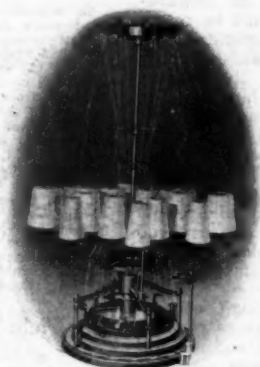
It will be observed that Mr. MacLean regards national advertising as a *help*. He says nothing about simply having the goods in stock and depending entirely for selling ammunition upon demand created by the national advertising. He gets behind every advertised line he carries, giving it the very best scientific display that is possible and securing for it the co-operation of his sales force. All this combined makes a selling appeal that cannot be denied.

We have all heard a great deal about the lack of co-operation between sales and advertising departments in certain concerns. There is not so much of this now that advertising is being understood for what it really is.

Of course it goes without saying that some sales managers are woefully lacking in the advertising sense. Inasmuch as advertising is selling, the wonder is that these sales managers hold their jobs at all. At the same time it must be admitted that more than one advertising department, through its misconception of the power of advertising, has many times promised impossible things and thereby created distrust and unbelief.

The passing of this old truism idea is one of the very best things that ever happened to advertising. It has enabled advertising to find itself.

The thing that remains now is to get the retailer thoroughly ac-



**Knitting
Mills**

**Cotton
Mills**

Needed in St. Louis

THERE are unusual opportunities in St. Louis for knitting mills and cotton mills. The immense St. Louis market, the nearness to raw materials, the rail and water shipping facilities meet the requirements for manufacture and distribution of knit goods and textiles.

St. Louis is close to the center of the cotton supply. The Mississippi River gives an unlimited water supply. Abundant hydro-electric current is obtained from the Keokuk Dam. One-twentieth of all of the coal mined in the world is mined within 100 miles of St. Louis. A St. Louis bleachery, now in operation, has capacity for the output of several mills. Climatic conditions are excellent. Textile manufacture is one of the following sixteen industries St. Louis is seeking:

<i>Rubber products</i>	<i>Malleable iron castings</i>
<i>Locomotive works</i>	<i>Screw machine products</i>
<i>Blast furnaces</i>	<i>Dye stuffs</i>
<i>Cork products</i>	<i>Drop forge plants</i>
<i>Small hardware</i>	<i>Farm implements</i>
<i>Shoe laces and findings</i>	
<i>Cotton spinning and textile mills</i>	
<i>Steel and copper wire</i>	
<i>Machine tools and tool machinery</i>	
<i>Automobile accessories and parts</i>	
<i>Tanneries and leather products</i>	

The booklet, "St. Louis as a Manufacturing Center," will interest you. A letter will bring it. Address

Director New Industries Bureau
St. Louis Chamber of Commerce
 St. Louis, U. S. A.

quainted with what national advertising can do for him. Instead of picturing it as an onward-sweeping tide, it should be represented to him as something that will make people want the goods that are advertised. But it must be impressed upon him that he, the dealer, is the one that must make the sale. And to make the sale he himself must get the people into his store. The advertising creates the desire to buy. Unless the retailer can connect up with this desire, he can't sell no matter how overwhelming the national advertising campaign may be.

One manufacturing concern selling direct to retailers requires that its dealers pay out in local advertising an amount equal to ten per cent of the wholesale value of the stock on hand when his agency begins. The company further recommends strongly that the local advertising be continued each month on a basis of five per cent of the previous month's gross sales. This is done in full realization of the dealer's place in the selling scheme.

The old idea that the dealer is afraid to spend his own money in advertising a nationally advertised article simply because he thinks thereby he will boost the manufacturer's game is a relic of yesterday. Push the national advertising hard enough and the dealer quickly will see how much profit he is overlooking through failure to connect up.

A music dealer in Chicago spends ten times as much of his own money advertising Victrola products as the Victor company itself spends in this territory. Victrola has done this as the result of a gradual working out of the immutable laws of advertising. It could never have done it at the outset. Now, with consumer demand firmly established, the retailer knows that the more he spends of his own money in an advertising way the more profitably he can cash in on the good will that has been built up by the company and all its distributors—a good will out of which all can gain.

John Barrett Will Continue in Pan-American Work

In accordance with an announcement made nearly a year ago, John Barrett retired as director general of the Pan-American Union, Washington, D. C., on September 1, and was succeeded by Dr. L. S. Rowe.

After assisting the Government of Panama in the organization of the new Pan-American College of Commerce at Panama, as president of the Administrative Council, with headquarters in Washington, he will establish connections in Washington, New York, Chicago, some city respectively on the Pacific Coast and in the South, and possibly in Mexico City and Buenos Aires, as a general counselor and special adviser in international, economic, commercial, financial and cultural relations.

Ad Clubs Will Meet in Des Moines

President C. A. Baumgart, of the Associated Advertising Clubs of Iowa, has set the date of the State Convention to be held in Des Moines as September 22 and 23.

T. W. LeQuatte, vice-president of the Associated Advertising Clubs of the World, representing Iowa, Nebraska and Kansas district, has called a conference of the clubs in this district to be held in Des Moines on September 24.

It is expected that the programmes of the two meetings will so merge with each other and supplement each other as to make it worth while for every one interested in advertising in the three States to be present during the three days session of the two meetings.

Rounds Up Fraudulent "Investment" Houses

The Philadelphia Better Business Bureau has been making a special drive against fraudulent "investment" houses, trading under names deceptively similar to and locating in the same neighborhood with reputable houses. The evidence in the ten cases so far investigated was so convincing that the attorneys offered no defense for their clients. Thirty-five thousand dollars of the funds were returned to the investors.

Wright-Adamars Agency Increases Staff

Edward A. Ross, formerly advertising manager of the Century Electric Company, St. Louis; Malcom M. Mitchell, formerly with the St. Louis office of Magill-Weinsheimer Company; L. H. Goldman, formerly with the Schiele Advertising Company, and C. Ray Jolley, formerly with the Mercantile Trust Company, St. Louis, have been added to the staff of The Wright-Adamars Company, St. Louis.

Covering the entire Hardware Market

THROUGH one publication, **GOOD HARDWARE**, you can reach every hardware store in the United States, every general store that sells hardware and every hardware jobber whose name can be secured.

GOOD HARDWARE is published in twenty-three editions—one for each of twenty-three great hardware jobbing houses. In the states of Ohio and Indiana, for instance, the hardware dealers receive **GOOD HARDWARE** with the compliments of the Van Camp Hardware & Iron Company, Indianapolis. The name of this great jobbing house appears on the first cover of every copy going into that territory and the first four pages are devoted to Van Camp's own advertising. Advertising is sold to manufacturers whose products are sold through the jobber.

Twenty-three jobbers are members of the publishing syndicate. Each jobber has his own territory. No two territories overlap. Combined, they take in the entire United States, Alaska and most of Canada.

If you want to blanket the entire hardware trade at small cost, wire for further information regarding **GOOD HARDWARE**. There is still time to get your advertisement in the October issue if you do not delay.

GOOD HARDWARE

Butterick Building, New York

LEONARD TINGLE, *Business Manager*

FRANK C. THOMAS, *Eastern Manager*,
116 W. 39th St., New York.

W. B. CONANT, *Western Manager*,
State Lake Bldg., Chicago, Ill.



The best work of Wilfred O. Floing Company has been done for those agencies and advertisers who have taken us completely into their confidence, after they have laid out their plans in detail.

In such cases we know precisely what the campaign is intended to accomplish. With this knowledge, we are able to give each single advertisement, and the entire series, the physical appearance calculated to make the appeal desired.

WILFRED O. FLOING COMPANY
1316 Garland Building
CHICAGO

Increased Magazine Classifications Refused

The increases in magazine classification asked for by the American Railway Express Company will not be allowed, according to Examiner F. H. Barclay of the Interstate Commerce Commission. Protests against these increased classifications were filed with the Interstate Commerce Commission by the National Publishers' Association. Theodore Waters, executive secretary of that association, says: "Had the express company succeeded in gaining the increases asked for, the extra expense to the publishing industry would have amounted to many hundred thousand dollars annually."

In his recommendation to the Commission, Examiner Barclay called attention to the fact that the express company urged its plea for higher rates on the basis that the rates originally were made in competition with the postal rates and that the rates proposed would still be less in some cases than the present postal rates. He said:

"Conceding that the publications in question are primarily first-class express matter the fact that postal rates have advanced, and that the original express rates were competitive, do not alone support such material increases over a long-established basis, coupled with increases in the rates themselves. All the circumstances considered, it should be found that the proposed increased basis has not been justified."

Lorenzen & Thompson, New Publishers Representatives

A. F. Lorenzen, who a short time ago withdrew from Cone, Lorenzen & Woodman, now Cone & Woodman, Inc., publishers representatives, has, together with M. R. Thompson, formed Lorenzen & Thompson, Inc., publishers representatives. Offices have been established at New York and Chicago.

Mr. Thompson was formerly with the Chicago office of Cone, Lorenzen & Woodman.

E. J. Cullen, J. L. Sythoff, H. G. Schryver and C. G. Shannon are associated with Lorenzen & Thompson.

The Lorenzen & Thompson organization has been appointed special representative of the New York *Globe*.

A. B. Zerby Advanced at Westinghouse Company

A. B. Zerby, who has been with the department of publicity of the Westinghouse Electric & Manufacturing Company for about nine years, has been promoted to assistant manager of the department of publicity.

W. G. Mohr with Biscuit Company

William G. Mohr has been appointed advertising manager of the Pacific Coast Biscuit Company. His headquarters will be at Seattle.

National Commission Committee on Art

The National Advertising Commission of the Associated Advertising Clubs of the World has appointed the following committee to take up with the artists and art organizations of the country the matter of better and more art in advertising: Chairman, Joseph S. Potsdamer, Ketterlinus Litho. Co., Philadelphia; H. H. Cooke, Wm. Green, Inc., New York; G. D'W. Marcy, Boston; Kerwin H. Fulton, Poster Advertising Co., New York, and Frank D. Webb, Baltimore *News*.

Mr. Potsdamer has announced a conference of the committee in connection with the meeting of the National Advertising Commission at Chicago on September 21.

Butterick Publishing Co. Acquires "Good Hardware"

Good Hardware, a journal for hardware dealers which has been published monthly by W. Linford Smith at Pittsburgh, for a syndicate of hardware jobbers, has been acquired by the trade division of the Butterick Publishing Company, New York. Leonard Tingle has been made business manager of the publication; Frank C. Thomas and W. B. Conant remain as Eastern and Western managers, respectively.

The Butterick Publishing Company intends to issue *Good Hardware* in the same form and manner as the Smith organization issued it.

Life Insurance Journals Combined

The *Life Insurance Independent*, New York, and the *Insurance Salesman*, Indianapolis, have been combined as the *Insurance Salesman and Life Insurance Independent*, and will be published hereafter at Indianapolis. N. H. Weed, who has been manager of the *Life Insurance Independent*, will become business manager of the combined paper and will continue to have his headquarters in New York.

A. C. Mace Made National Biscuit Sales Manager

A. C. Mace has been appointed sales manager of the National Biscuit Company, New York. Mr. Mace still remains as manager of the advertising department, which position he has held for many years.

Long's Hat Account for Arthur Rosenberg

The advertising of Long's Hat Stores, a chain of stores operated in New York, New Jersey and Pennsylvania, is now being handled by the Arthur Rosenberg Co., advertising and printing service, New York.

London to Have International Exhibition of Advertising

Prestige of Advertising with Manufacturers and the Public the Main Object—How Advertising Will Be Advertised in London in December

By Thomas Russell

London, England, Correspondent of PRINTERS' INK

FIRST projected at a dinner of the Thirty Club, one of London's liveliest business associations, the International Advertising Exhibition is now taking formal shape. Many thousands of square feet of exhibition space have already been rented by national advertisers, advertising agencies, leading newspapers, printers, engravers, design-studios, transport services, and all other concerns, with advertising to sell.

The leading part taken by actual advertisers themselves indicates that this is not primarily a show to advertise advertising, though it will have that effect. Samuel G. Haughton, on whose shoulders the work of organization rests, said to me: "One feature which I would like to emphasize is that while the exhibition might be described as a means of 'advertising advertising,' it is more a demonstration to the large number of firms in this country who do not use advertising, why they should do so, and the best way to make a start.

"We also aim at providing means by which present advertisers can improve their methods. We want to remove any lingering distrust which there may be of advertised goods, and it will be the function of national advertisers to demonstrate to the public that when they brand and give wide publicity to their merchandise they must of necessity manufacture up to standard. If the public had really learned that lesson even to the degree that it has been learned in the United States, we feel convinced that distributors in this country would no longer fight shy, as they sometimes do, against carrying branded lines."

The scene of this effort will be

famous exhibition grounds in the West of London, picturesquely named "The White City." I have reason to believe the King, or at all events some member of the royal family, will attend the opening ceremony on November 29. The exhibition will be open until December 4. The buildings cover an area of 200,000 square feet, and the total value of the space to let is nearly £60,000.

A fund of £10,000 has been appropriated to advertise the show. The public will be charged a shilling for admission, and the bands of some regiments, including, it is hoped (doubtless in compliment to the organizer), that of the Irish Guards. Other projected attractions include numerous competitions and other novel features, with conventions, lectures, banquets and moving pictures. There will probably be a procession of advertising figures like Johnnie Walker, the "Vim" figure, "little Miss Vi," "little Fanny Ficolax," etc., and other advertising figures and vehicles across London on the opening day; and a costume ball will also be held, with prizes for fancy dresses representing advertising figures.

Mr. Haughton, who organized the Irish Linen Society, is himself a successful advertiser. He spent two months in the United States last year, explaining to linen buyers, in various centres, the aims and objects of the Irish Linen Society. Frazer & Haughton, Limited, linen bleachers and finishers, of Belfast, Ireland, built up, entirely by advertising, a distribution of many thousand dozens of "Frazerton" aprons and thousands of "Frazerton" overalls. This was done without agents or traveling salesmen. The busi-



YOU wouldn't think very much of a fellow who built himself a mansion and put ladders between the floors instead of stairs, or a fellow who made an auto and left out the differential.

What, then, do you say about the advertising man who would build up a mighty advertising campaign in newspapers, magazines, billboards, street cars, etcetera, etcetera—and then fail to let the man who sells it know about it—forget to get the retailer in line?

Especially in the drug trade, where the druggist is such an important factor—where the druggist is called upon to recommend, or to give his opinion. No wonder there is so much so-called “switching” going on in the drug store. By not telling the druggist about their products from his angle, advertisers encourage substitution.

It isn't hard to get the retail druggist in line. You can do it with one piece of copy, one set of plates, one forwarding operation, one oking process, one checking and one billing process—simply by advertising regularly in Drug Topics, which is read by the ENTIRE drug trade of the United States, Canada and Alaska.

Put Drug Topics on every drug-store-product list. It has a far lower rate per thousand than any other drug publication, helps get the co-operation of all the retail druggists and the leading wholesalers, and insures the success of your consumer campaign.

Drug Topics

The National Magazine of the Drug Trade

25 City Hall Place, New York

Jerry McAnade, Editor

VERNEUR E. PRATT, Publisher

MARVIN S. SMALL, Business Mgr.

FRANK C. THOMAS, Eastern Adv. Mgr. 110 W. 39th St., New York
 WILLIS B. CONANT, Western Adv. Mgr. State-Lake Bldg., Chicago
 GEORGE M. KOHN, Southern Adv. Mgr. Candler Bldg., Atlanta
 ROY M. EDMONDS, Southwestern Adv. Mgr. Arcade Bldg., St. Louis
 B. BUTTERWORTH, Pacific Coast Adv. Mgr., Citizen's Bank Bldg., Los Angeles
 C. H. VERNON, English Adv. Mgr. 33 Holborn Viaduct, London, E. C.

ness started from zero in 1916; prior to this the output consisted of linens, sheetings, etc., marketed through a relatively limited number of retailers.

While Mr. Haughton could not give up his own business connections, he was induced to accept the office of organizer for this exhibition by the consideration that this work, if conducted in a somewhat different fashion from the methods of the ordinary type of professional exhibitions organizer, and by a national advertiser, would be regarded with more confidence by the industries of the kingdom.

By my request, Mr. Haughton has set down the aims and objects of this exhibition. I cannot do better than to transcribe his own words:

"We are marshaling all the forces that go to make up advertising in a great endeavor to demonstrate to the manufacturers and traders of this country the part which advertising can play in the distribution and ultimate absorption of the manufactures of this country, more especially at a time when everyone is striving for increased production. The very fact that at the present time the country is affected by a certain reaction against high prices is, to our way of thinking, an opportune time to bring home to the trading community of the United Kingdom the real benefits of advertising when properly done.

"We have at our disposal what I believe to be the largest exhibition buildings in the country, and from the amount of space which has been booked by the leading newspapers, advertising agencies, national advertisers, and others, I am convinced that properly organized it should be a wonderful and useful convention."

Thanks to the energy with which Mr. Haughton has taken up the work, great enthusiasm has been excited in advertising circles and many agencies and newspapers are showing an active interest in promoting an effort which will be of great value to the cause of respectable and efficient commercial advertising.

Michigan State Farm Bureau's Activities Increase

The Michigan State Farm Bureau, with locals in sixty counties, claims a paid membership of 80,000 farmers. According to officials of the Bureau, 25,000 of these members have made loans for the establishment of approximately 300 new co-operative enterprises.

The purpose of the organization is to eliminate the middleman.

The bureau claims to have more than 80 local co-operative elevator associations already, and more are being organized. The whole Michigan elevator business of Armour & Co., comprising two of the largest terminal elevators in the State and many local elevators, were taken over in January. A central association just organized will handle sales for all the co-operative elevators.

The methods used by the farmers in the elevator business are typical of their general plan of procedure in dealing in other commodities besides grain. The Wool Growers' Association has on hand at the Farm Bureau warehouses, at Lansing Mich., and in receiving stations more than 3,250,000 pounds of Michigan's 1920 wool clip, which is being graded by the association and will be sold through it. The Potato Growers' Exchange, which claims it did a \$2,000,000 business the first nine months, uses the same method, central selling.

Marshall Field Men's Store Sells Candy

Probably influenced by the theory that since Prohibition men are buying more candy than ever before, Marshall Field, of Chicago, has put a candy section in its men's store. A small space adjoining one of the hat sections was fitted up for this purpose several weeks ago, and according to officials of the store the venture has proved fairly successful.

P. T. Coburn with Newell-Emmett

P. T. Coburn, formerly of the McGraw-Hill Company, Inc., has joined the service department of the Newell-Emmett Company, Inc., New York.

Mr. Coburn's service with the McGraw Hill company extended over a period of nine years, the last three of which were spent in special work for the *Electrical World*.

Benjamin H. Fearing with Boggs Agency

Benjamin H. Fearing, formerly advertising manager of the Hurley Machine Company, and for the last eight months advertising manager of The Reuben H. Donnelley Corporation, Chicago, has joined the executive staff of the Walter H. Boggs Advertising Company, of Chicago.



When the Smiths Paint their House next Spring

WHAT kind of paint will they buy?

Your whole campaign comes to a focus sharply at the dealer's if your own brand is properly displayed.

Your dealer—your product—your consumer meet all at one place only when the sale is made.

Your display should be there on the spot. If properly planned from the "triangle" viewpoint, most dealers will be glad to use your material because it makes the sale.

The International "triangle" method of planning all display material has been working successfully for twelve busy years. Shall we get together this year on your display problem and see what the "triangle" method can do for you?

The International Displays Company

Cleveland, Ohio



Foreign Trade Is Healthful and Normal As Never Before

THIS healthful state of our trade balance is particularly interesting to American manufacturers. During the fiscal year, 1920, our exports of manufactured goods were valued at \$2,850,000,000—an increase of 400 per cent over the figures of 1914.

That indicates the tremendous demand for American made products throughout the world. Read these figure proofs of the healthy condition of our foreign trade over again. They mean that American products have won a permanent place in many markets closed to them before 1914.

What are you doing to establish your line on these markets? What are you doing to keep America at the top as the industrial center of the universe?

Just as Export American Industries' four editions—English, Spanish, French and Portuguese—have carried the stories of 900 manufacturers of American goods to the four corners of the globe, so can they do the same for you.

These four editions each month have a guaranteed circulation of over 60,000 copies, audited by the A. B. C. Each of the editions is the Official International Organ of the National Association of Manufacturers in the territory it covers. Export American Industries is the foreign business man's magazine. In prestige and influence it is first.

Consult Your Advertising Agency About

EXPORT

AMERICAN INDUSTRIES

The Trade Balance Has Been Reduced \$1,200,000,000 in a Year

The remarkable gains in the foreign trade of the United States show its decided health. This is because:—

Foreign firms are paying for American goods less and less with credits and more and more with goods. This exchange of goods is profitable both for the buyer and the seller and establishes the right basis for international trade and prosperity.

Figures for the year ending June 30, 1920, show that exports totalled \$8,111,000,000—a gain of a billion dollars over the preceding year.

Imports reached the fine total of \$5,238,000,000—a gain of \$2,113,000,000. No figures could be more illuminating, showing as they do the facts that foreign firms are not using credits, but goods to pay for their needs.

The trade balance which in 1919 was \$4,000,000,000 has been reduced to \$2,800,000,000 in 1920.

In this tremendous trade, Export American Industries has played a very definite part by bringing the sales stories of some 900 American manufacturers and merchants to 60,000 buyers throughout the world every month in English, Spanish, French and Portuguese.

Specimen copies and all details for the asking.

EXPORT AMERICAN INDUSTRIES

The Official International Organ of the

NATIONAL ASSOCIATION OF MANUFACTURERS

30 Church Street, New York City

MEMBER AUDIT BUREAU OF CIRCULATIONS

Consult Your Advertising Agency About

EXPORT

AMERICAN INDUSTRIES

A Saving of 42% Over Previous Costs

"Our Multicolor Press was purchased in 1915. We haven't spent over \$25.00 for repairs during the entire time and today are producing the same high-class printing with it that we did when the machine was first installed. Our investment has been a paying one. We effected a saving of 42% over previous costs—a saving that has mounted into the thousands of dollars, as we print over a quarter of a million pieces of literature monthly. Not only this, but we get a much better grade of work than is put out by the average printer."

THE T. K. KELLY SALES SYSTEM,
Minneapolis, Minn.

One of the girls or young men in your office force can operate the Multicolor Press. It is electrically driven and prints Form Letters, Envelopes, Price Lists, Post Cards, Shipping Tags, Office and Factory Forms, etc., at from 3000 to 5000 per hour. IT is the most practical office printing device, since it uses FLAT electro-types, zincs, half-tones, standard monotype, linotype, etc.—everyday material—easily and quickly secured. It will print at the same time letterhead, letter and signature, each in a different color, if desired. Typewrite your form letters the Multicolor way. Insures perfect uniformity of color—absolute evenness of impression—better work and a saving of 40 to 60 cents per thousand over other methods.

It is just what you need in
YOUR office.

Write us for Booklet C.

Lisenby Manufacturing Co.

417 So. Dearborn Street, Chicago, Ill.



What Legal Rights Have Commercial Nicknames?

Prove It and Placard It—If Your Nickname Anticipates the Other Fellow's

(Special Washington Correspondence)

WHEN a national advertising investment, well in excess of \$100,000, is imperiled by a rival territorial campaign that has involved an expenditure of only \$25,000—all because of the public's weakness for abbreviations—it may appear high time to inquire into the legal status of commercial nicknames. Such an inquiry, in the light of a recent interesting incident, must inevitably point the moral that if an advertiser desires to establish any rights in a nickname given by the public to a registered brand name he must be prepared to prove the significance and application of the nickname. Likewise will it strengthen his case, in the event that he ever goes to law, if he has affixed and advertised the nickname as synonymous with the trade title of which it is a corruption.

The beverage field, just now the scene of keen competition, affords the latest demonstration of the complications that may ensue when a nickname is wished on an advertiser. It may be recalled that some time ago the Coca-Cola Company engaged in a spirited contest with the Koke Company of America in an effort to prevent the registration by the latter of the word "Koke" as a trade-mark for its product. The plea of the Coca-Cola Company was that a considerable portion of the consuming public had adopted the designation "coke" or "koke" for Coca-Cola—to such an extent, indeed, that at many soda fountains, etc., a call for "koke" was invariably interpreted as a request for Coca-Cola. It was argued that to sanction the use of the name "Koke" on a rival drink would be to encourage substitution and confusion.

Even more complex, from an

advertising standpoint, is the problem presented in a controversy lately before the tribunals of the U. S. Patent Office and in which the participants were the Popel-Giller Company and the Berghoff Products Company, successor of the Berghoff Brewing Association. The dispute arose from a conflict of interest between the brand names "Burg" and "Bergo" in use on non-intoxicating, non-alcoholic, cereal, maltless beverages, sold as soft drinks.

The Popel-Giller Company did not put out its cereal beverage bearing the trade-mark "Burg" until the summer of 1918, more than a year after the Berghoff Company had entered the market with its widely advertised "Bergo," so that, on the face of the thing, there appeared no doubt as to priority of use. Here is where the equation of the nickname came in, however. It was urged, as an extenuating circumstance, that as early as March or April, 1916, the Popel-Giller Company had put out a cereal beverage christened "Burgomeister," and that no sooner did this appear on the market than a number of its customers acquired the habit of ordering the beverage under the nickname or abbreviations "Burg" and "Burgo."

PRIOR USE PARAMOUNT

In the final disposition of the case on appeal, the U. S. Commissioner of Patents, in making an award in favor of the Popel-Giller Company, was, confessedly, influenced not so much by the nicknaming as by the circumstance that the Popel-Giller Company had, since the year 1907, used the name "Burg" on beer. And beer and near-beer are held, officially, to be goods of the same descriptive properties. However, the injection of the nickname element

is interesting, to say the least, and a study of the evidence submitted at the Patent Office must inevitably leave the impression that the recourse of the public to nicknames in this instance would have had far more weight in establishing exclusive name rights if only the beneficiary had been at some pains to certify and proclaim the nicknaming.

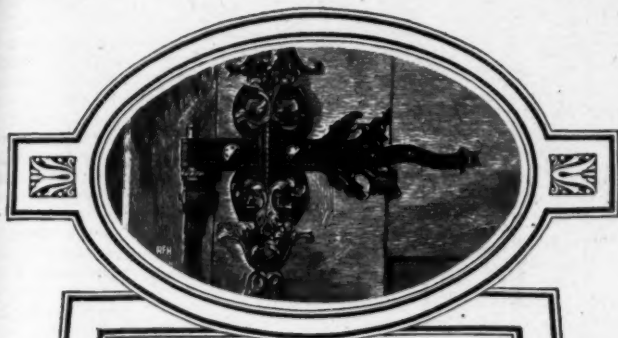
As it was, the principal evidence that the Popel-Giller Company mustered to support its claim to the nicknames bestowed upon its product consisted in the testimony of its own employees to the effect that "Burg" had been used "around the shop" to designate the soft drink sold as "Burgomeister." In its formal presentation of its case the Popel-Giller Company declared that its cereal beverage had been "ordered, called for, and sold under the abbreviations 'Berg' and 'Burgo' since 1916" but when it came to a showdown all that was forthcoming to carry conviction on this point was a couple of salesmen's orders in which so many cases of "Burg" were ordered. There could be produced, unfortunately, no early labels on which "Burg" appeared as a synonym of the more unwieldy name, nor any advertisements, such as afterthought might have dictated in which the public appraised that "Burg" was but a handy alternative for the full name.

Although the outcome of this trade-mark skirmish did not hinge, as it might have done, solely on the issue of the prerogatives that should be conferred by nicknames, there were advanced in the argument of the case several theories of possible significance to advertisers. It was argued, for one thing, that as a matter of general principle it is wrong for a trade rival to adopt the part of a competitor's trade name "that customers would naturally choose for abbreviation." In another connection the champion of the rights supposed to be inherent in a nickname reasoned: "The catch word of a trade-mark is the one which fixes the designation of the ar-

ticle and by which it is known to the trade and ordered by intending purchasers. Such a catch word must not be used in a way calculated to deceive customers."

Spokesmen for the Berghoff Products Company were enabled, however, to counter all the arguments of the competing firm for vested nickname rights by pointing to the fatal fact that the nickname had not been used "on the goods." It was possible to cite numerous cases in which the Federal courts have decreed that use of a trade-mark on the goods is essential as a foundation for the establishment of trade-mark rights and, accordingly, promulgation of a nickname by word of mouth and even the use of the nickname on sales slips, etc., went for nought in bestowing privileges of trade-mark registration, however much weight such considerations might have in a suit for unfair competition.

Precisely this same point of vulnerability was exposed under similar circumstances, a while ago, when the Western Clock Company, maker of "Big Ben," sought to prevent the registration by Sears, Roebuck & Co. of the name "The National Call." The Western Clock Company represented to the officials in Washington that such extensive use had been made in advertising of the slogans "The National Alarm" and "The National Call" that these phrases had attained the status of nicknames for "Big Ben" which the public might logically employ in specifying the Western company's product, if indeed such use had not already been made unbeknown to the manufacturer. Although in this case the nicknames had been coined by the advertiser and not by the public, Sears, Roebuck & Co. rested its defense on the fact that neither of the nicknames had qualified as trade-marks through use on the goods. It was contended that a nickname, however conspicuously exploited, acquires none of the privileges of a trade-mark so long as it is used only in advertising and not on the goods or their containers.



Hinges! A clumsy world it would be without them. Human invention has never devised a substitute. In a simple way they perform an important task with the greatest possible efficiency. ¶ ¶ ¶ In the realm of business the Mimeograph is an important hinge, upon which the door of opportunity swings open to larger fields of service and profit. With its help five thousand beautifully printed copies of a letter may be ready for mailing within an hour—forty and more thousands a day. The work is done at negligible cost and privately; if need be, under your intimate supervision. A remarkable economy is the Mimeograph, for the rapid reproduction of all kinds of typewriting, handwriting, drawings, etc., for development work inside and outside of the organization. Get new booklet "Q-9" from A. B. Dick Company, Chicago—and New York.



How Vigilance Work Aids Advertising

Managers of Thirty Better Business Bureaus at Chicago Conference Discuss Ways and Means of Increasing Constructive Efforts—Richard H. Lee Says Constructive Work Creates New Advertisers

UNDER the direction of the National Vigilance Committee a conference of the managers of thirty Better Business Bureaus was held in Chicago on September 1, 2 and 3. The conference was given over almost entirely to a discussion of the scope and activities of the Bureaus and the National Vigilance Committee. Plans for future work put new and added burdens upon the Bureaus and the National Committee.

The constructive work of these organizations is to be brought to the attention of the public to show that advertising is truthful and that vigilance work is continued in so that it may remain truthful and may increase in volume and so help to lower distribution costs. The policy in handling various classes of cases involving unscrupulous, stubborn and stalling advertisers, reiterated at this conference, was one that called for constructive work. All legitimate advertising under this policy must be handled from the viewpoint of the advertiser. Prosecution will only be resorted to when an advertiser preys upon the public.

This policy of constructive work, Richard H. Lee, special counsel of the National Vigilance Committee, showed has not only increased public confidence in advertising and in business, but has created new advertisers. Time and again, Mr. Lee asserted, it has happened that manufacturers, who are not advertisers have come in contact with the truth in advertising movement and have seen advertising in a new light. The files at New York headquarters can show, according to Mr. Lee, that from the Vigilance work viewpoint, interest has been aroused with the non-advertiser

and in many cases with the small advertiser, so that he has accumulated facts which have sold him to advertising generally, and have broadened his advertising viewpoint.

Another feature of constructive work engaged in for advertising was dwelt upon by H. William Nelle, of the San Francisco Better Business Bureau in a talk on "Censorship of Advertising Media." In this talk it was shown that it is possible to keep the new and inexperienced advertiser from becoming "unsold" on advertising by making clear to him the futility of using mediums such as worthless publications that come into existence over night, and which lacking reader confidence cannot bring results.

H. J. Kenner, secretary of the National Vigilance Committee, brought before the conference examples of abuses of trade marks and trade names. The National Committee intends to undertake a campaign to correct this evil.

Bureaus of Commercial Fraud, each bureau to be a part of a Better Business Bureau, will be established. These Commercial Fraud Bureaus will contain all the information which the national and local organizations have obtained on fraudulent business practices. This information will be open to all recognized public agencies.

It was estimated that over \$300,000 is now spent annually in the work of Better Business Bureaus alone.

Merle Sidener, chairman of the National Vigilance Committee, presided at the conference. T. W. LeQuatte, a member of the executive committee of the Associated Advertising Clubs, and P. S. Florea, executive manager, were in attendance at the conference.

The next conference of the Bureaus will be held at Chicago during the second week in February.

Edward W. Hunter, who has been with the advertising department of the *Indiana Times*, Indianapolis, has been made business manager of the Indianapolis Advertising Club.

The Present and Future Advertising



prestige is a big factor with all advertisers. When mapping out your campaign keep in mind the Young Folks. Winning them over now insures a steadily growing list of customers. Their plastic minds well remember their first experiences—favorable or otherwise.

The over 200,000 Young People, who read YOUNG PEOPLE'S WEEKLY each week, will be the "Men and Women of Tomorrow" who should be acquainted with the merits of your product. This paper, for a great many years the standby and family Weekly in the home, is making a 1920 record to be proud of—already 3,000 lines ahead of last year's total, and with every line carried for the balance of the year to be added to this amount—Why! RESULTS:

The advertising importance of YOUNG PEOPLE'S WEEKLY, when covering the boy-and-girl field, is thus becoming known and recognized. In combination with THE BOYS' WORLD and THE GIRLS' COMPANION you are able to reach a Million Desirable Homes at a low Combination Rate.

*Write for new rate card
and further information*

YOUNG PEOPLE'S WEEKLY

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

PHOTOPLAY

Belongs On

YOUR LIST

If yours is a product, sold nationally to the people who go to make up the average family:

people who have been accustomed to the good things of life, or have the tastes to desire and the money necessary to buy them;

and you want to spread your message where it will be *seen* and *read* by more than half a million of these people,

then—

PHOTOPLAY *belongs on Your List*

Photoplay is on sale on 32,000 newsstands in large cities and towns, where it is bought at 25 cents per copy, by devotees of motion pictures, to satisfy their natural desire to know all about the chief recreation of the American People.

Increase in advertising patronage of 2500% in the last four years, with practically every form of product represented—from a five cent drink to a five thousand dollar automobile—shows what leading American advertisers think of its advertising columns.

And these columns are open to you.

Let the name stick in your mind, it's imitated

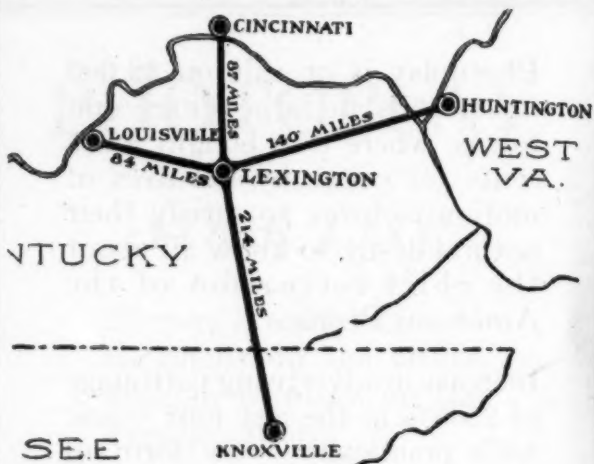
PHOTOPLAY

The Magazine of the Fifth Estate

JAMES R. QUIRK, PUBLISHER

W. M. HART
ADVERTISING MANAGER
350 NORTH CLARK ST.
CHICAGO

NEW YORK OFFICE, 25 WEST 45TH ST.



Be sure to advertise your food products and drug supplies in

Lexington. Herald

Lexington is an up-to-date, live-wire city of 45,000 progressive people—the center of oil, coal and timber production in Eastern Kentucky, the heart of the world-famed Blue Grass, the richest agricultural section of America and a district renowned for its thoroughbred horses, hogs, sheep and cattle.

Advertising in The Lexington Herald covers like a blanket Lexington, a great jobbing, marketing and distributing center; and because of exceptional railroad, interurban, highway and truck service, its entire district.

For further information regarding the market for your product, write

THE LEXINGTON HERALD, Service Department, or
JOHN M. BRANHAM CO.,
Foreign Representatives

Chicago	New York	St. Louis	Detroit
Atlanta	Kansas City	San Francisco	

Hook the Newspaper Copy Up to the Telephone

A Form of Solicitation That the Frantz-Premier Company Found Profitable

By R. F. Baldwin

IN 1915 I was advertising manager of the Frantz-Premier Electric Cleaner Company. We had tried a dozen different methods of getting direct results from advertising and none of them had succeeded.

One day the boss came to me with a copy of an advertisement of a competing company. As an advertisement it looked rather poor, and I told him so. It was "circus" advertising, full of shrieking headlines in big, black caps, and the typographical arrangement of the body matter was very unattractive. The wording followed the general style used by the cheaper grade of department stores when offering some special bargain.

It was full of such phrases as "positively last chance"; "absolutely free trial"; "If you decide not to keep it the boy will call to bring it back." "Offer closes positively at 5 p. m., Thursday." "Easy monthly payments."

A week later the boss introduced me to Harry Brown, whom he'd carried off from the other company, in true Sabine fashion, to come and write his circus stuff for us. The following Sunday a Cleveland newspaper carried an ad for the Frantz-Premier company of the exact sort I had criticized the other company for using.

I didn't think much of Harry's ethics, and I didn't think much of Harry's copy, but it paid. At an advertising cost of about four dollars and a half we got a tremendous number of cleaners out into the homes of Cleveland housewives—and most of them stayed there.

During the first two weeks of this campaign I observed that a big portion of our inquiries came in over the telephone. I mulled

this over in my mind for quite a while, and then one day said to the boss and Harry Brown: "Let's hook this campaign up to the telephone. We know already that a good part of our inquiries are coming that way, even though we have done nothing to encourage it."

"The average man or woman would rather answer an advertisement by means of a local telephone call than by a letter. Let's run this campaign in the hundred biggest cities in the country and hook it right up to the telephone."

"In ninety-one cities out of the hundred biggest in the country, our prospect has a telephone in her home on an unlimited contract. It costs her nothing to call us on the telephone. It's simply a question of making our advertising appeal along the line of least resistance."

"Meaning the telephone line," said the boss, and of course we had to laugh.

WHAT THE CHANGE EFFECTED

But we tried it out—and it paid. It paid big. The same advertisement that had produced inquiries at a cost of about four-fifty now brought them in at a little over three dollars. The only change we had made was to print the telephone number in big, black-faced type and to urge the use of the telephone in answering. The first advertisement had brought in three mail inquiries to one over the telephone—the proportion was now reversed.

We got only about half as many mail inquiries as we had been receiving, but we got almost five times as many phone inquiries.

The phone inquiries were more satisfactory than the mail inquiries, too. It may be hard to believe, but it is gospel truth that

1,121,790.

A MUCH MORE THAN A MILLION "DAILY MAIL"

(GREAT BRITAIN.)

WHAT is to be done about the well-known little rhyme:
DAILY MAIL
MILLION SALE?

The paper is growing so fast that this statement has become out of date.

Politicians and advertisers, who are the persons chiefly interested in the sale of newspapers, should note that the figures given in the certificate hereon are "bought and paid for" figures.

These figures do not, of course, include the sale of the *Continental Daily Mail* published in Paris each morning.

There are certain naughty newspapers which send out copies gratis to newsagents in the hope of catching a casual reader. They then include these copies in that vague word, "Circulation," whether such copies be sold or not.

The statement on the opposite page represents the largest morning sale in the English language and twice the net sale of any American morning newspaper.

Our wonderful figures are achieved by the active co-operation of our readers. They know that by supporting *The Daily Mail* they are upholding a policy of Anti-Waste, Anti-Militarism, Aerial and Naval Progress, Houses for all in need of them, Full Reparation from Germany, Sympathy with Labour, Road Reform, Progressive Agriculture, Women's Rights, Development of Outdoor Sports, and, again we mention, above all, the *National Economy* that alone will reduce the high cost of living.

The Daily Mail, which has championed a hundred unpopular causes, since its beginning in 1896, was hanned and burned for its exposure of the shell tragedy, and its advocacy of equal military service for all.

It will no doubt experience the same fate next time that it has to tell unpleasant truths.

But the result in the end is that the paper is completely independent of advertisers who do not like its politics, those of its readers who also dislike them, and politicians who detest them.

The gratitude of all connected with *The Daily Mail* is extended to the vast army of readers who have done so much to help us to maintain the most numerous daily newspaper in the English language.

The net result is a sale of **1,121,790** copies daily.

Sept. 9, 1920

PRINTERS' INK

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LONDON,
July 6th, 1920.

To LORD NORTHCLIFFE,

We certify that the average *net* daily sale of *Daily Mail* after deducting all unsold or free copies whatsoever for the periods set out below was as follows:—

For the month ended:

31st January, 1920	1,020,532
28th February, 1920	1,049,706
31st March, 1920	1,061,023
30th April, 1920	1,082,036
31st May, 1920	1,101,554
30th June, 1920	1,121,790

We are, yours faithfully,

LEVER, HONEYMAN & CO.,
Chartered Accountants.
E. LAYTON BENNETT, SON & CO.,
Chartered Accountants.

ADVERTISING RATES.

The rates given below are based on the rate of exchange at the moment of compilation, i.e., \$3.95 to the £, and will fluctuate accordingly.

TRADE DISPLAY

Run of Paper \$1.41 per agate line.
Leader Page—Position our Option \$1.41.
Specified \$1.70.
Principal News Page, solus 56 lines x 2 Cols. \$237.00.
Back Page solus 28 lines (2 ins.) x 7 Cols at foot of news pictures \$395.00
Each Bar on Back Page \$39.50.
Solus Half Page \$1738.00.
Whole Front Page \$3160.00.

FINANCIAL.

Prospectuses, New Issues, Financial Announcements, etc., \$592.50 per Single Column and pro rata.
Balance Sheets and Company Meetings \$434.50 per Single Column and pro rata.

No Time, Space or Cash Discounts.
Agency Commission 10%

MECHANICAL REQUIREMENTS

Width of column Front Page 114 ems. (1½ in.) 8 columns
" " Leader " 154 " (2½ in.) 6 "
" " Other Pages 134 " (2½ in.) 7 "
Depth of column Front Page, 287 agate lines (20½ in.)
" " Other Pages, 308 " (22 in.)
Screen required 60."
Can use matrices.

Space must be 7 agate lines or multiples thereof.

Further information may be obtained from the "Daily Mail" New York Business Office, Thirty Church St., N.Y.

Magazine Publicity in Great Britain

The Harmsworth Magazines:—

- "The London Magazine" (Monthly)
- "The Premier Magazine" (Fortnightly)
- "The Red Magazine" (Fortnightly)
- "My Magazine" (Monthly)

are the *only* group of Magazines published in England, of which the publishers are not afraid to disclose the

CIRCULATIONS

Write about it to

W. B. ROBERTSON,
Advertisement Manager,
The Fleetway House,
LONDON, E.C. 4., ENGLAND.

some of the women who answer an electric cleaner advertisement turn out not to have any electric connection in their homes. They want the cleaner hitched up to a battery or a magneto or a carburetor or something of that kind; they don't just know what.

When the inquiry comes in over the telephone it gives an opportunity for settling some of these knotty question, and in many cases saves the salesman a trip that would be hopeless.

In the later part of 1915 and early 1916 we ran these telephone campaigns for the Frantz-Premier in about thirty cities. Kansas City gave us the lowest cost per inquiry, and was almost the only one that was better than Cleveland. Boston was the highest—the inquiries there ran about nine dollars each, which was prohibitive. The general average for all the campaigns we used was around four dollars an inquiry.

Since my connection with this campaign I have made a thorough study of telephone possibilities in connection with advertising, and have unearthed some rather interesting facts.

Although the Frantz-Premier company was, perhaps, the first vacuum cleaner manufacturer to use telephone solicitation as a follow-up of newspaper advertising, the honor of originating this form of solicitation for vacuum cleaner sales should be given the distributors. In 1914 vacuum cleaner distributors were using the telephone to capitalize their newspaper advertising.

To-day, while inquiries that come in over the telephone do not represent in any great measure the full value that the distributor receives from newspaper advertising, yet the distributor still finds it highly profitable to use telephone solicitation. Most all dealers of the bigger type have girls—some use men—who do nothing but telephone prospects day in and day out.

Apart from the experience of the Frantz-Premier company and other vacuum cleaner manufacturers in using the telephone to

hook up with their newspaper advertising, I have found that other companies look with favor upon this form of solicitation.

There are several companies in America (though fewer than one would expect) with branch offices in a majority of the hundred biggest cities, and listed in the telephone book of each city under their own name. Three or four of the largest tire manufacturers, one of the big adding machine manufacturers, and one or two others come under this classification.

I have discussed this question with many of them, and find that they get a big number of traceable inquiries over the phone, and that in fact they all regard it as one of the assets of their numerous branch offices that the telephone listings increase the effectiveness of their national advertising.

Rehearsing Successful Sales

Most successful salesmen about to interview or solicit business with some important personage, firm or company, mentally rehearse the scene beforehand.

They anticipate the likely argument to follow and taste the flavor (so to speak) of their own remarks and statements in rebuttal.

It is this subconscious quality of rehearsal that makes successful and convincing salesmen. They have studied and mapped out their line of defense know their part thoroughly, and when the occasion presents itself they do not have to grope aimlessly for replies or facts wherewith to complete their success.

The writer attributes to this word "rehearsal" most of the success that has attended his efforts. Try it yourselves.—"The Roneo Salesman."

Ralph Johnston with Mississippi Valley Association

Ralph Johnston, who for three years has been connected with the publicity department of the St. Louis Chamber of Commerce, has been appointed publicity director of the Mississippi Valley Association, St. Louis.

Mayglothling with Guenther-Law

Ernest Mayglothling, formerly with Doremus & Company, has become associated with the Rudolph Guenther-Russell Law, Inc., advertising agency.

Making a Product a National Issue

Advertising Campaign of the Sealy Mattress Company Makes Sanitary Features of Mattresses Subject of Legislation in Many States

THE story of the Sealy Mattress is one of the romances of American business. It is a story of problems. Tough, stubborn, exasperating problems. The first Sealy mattress was made the year before President Garfield was assassinated, in 1881. For thirty years the company struggled to put its mattresses on the market in a national way. Ten years ago it turned to advertising. Since that time obstacles of unimaginable difficulty have been overcome. The impossible has been achieved. That which could not be done has been done. Mattresses are now "manufactured" in quantity and have a national distribution.

See what this means to the reader. Your product or proposition is as unlike a mattress as paris green is unlike Paris. The difficulties of your business are as one to one hundred, though it seems the reverse, because your mind is more constantly on your difficulties. People, you think, will not think of you at the right time. They keep forgetting. Your story is involved, prolix and hard to tell. Your audience does not appear to listen. How can you get to them? How can you make your story so interesting they will want to listen? Is there any better way of finding out than by observing how some other man did it—how Sealy did it?

How are mattresses purchased? Sometimes by bride and groom, before the wedding. Such purchasers are not very discriminating. Hard to get them to remember anything beyond the date of the wedding, to say nothing of the name of a mattress. After marriage, it is as likely to be the woman as the man who will do the purchasing. Leaving the hotel and institutional buyer out of consideration, how are mattresses bought? The following is typical:

Lady enters furniture department and says she is interested in a bedroom suit or a bed only. After the purchase is made the salesman says, "Now, of course, you want a mattress for that bed."

"Oh, yes; how much are they?"

"We have them all the way from \$10 up."

So at the fag end of the sale, when, in most case more money has been spent than had been estimated, a mattress is added. From the salesman's side there is always danger that the introduction of the mattress will unsettle the sale of the furniture. From the purchaser's side there is the reconsideration of a problem already thought to be settled and a temptation to get out of it as quickly and as cheaply as possible. In many cases the conclusion of the sale of the mattress is something like this: •

"Oh, well, I don't want to pay more than \$10 or \$12 for a mattress. Pick me out a good one at that price and send it with the furniture."

PURCHASE OF A MATTRESS WILL WAIT

Or perhaps the customer decides to let the mattress go until a later time, or to use the old one.

Then again: Mattresses lie a long way back in consciousness. The population of the country does not hop out of bed in the morning with one burning issue in mind—one big, single thing to do that day—namely, to buy a new mattress. The mattress question is one, unfortunately, for the manufacturers, that keeps pretty well. It can most conveniently be deferred from day to day. So long as a mattress has no chestnut burrs in it or does not give off an objectionable odor, why make a fighting issue out of it when there are so many other interesting and diverting things to do?

The English Market

The Key to World Markets

THE strength of Britain rests on her wonderful export trade to her overseas Dominions and to foreign lands.

Her trade prestige is as great as ever: Export returns for the month of July, 1920, show a total of £137,000,000 sterling—a record compared even with pre-war days.

The fact remains that world trade is pivoted on England, and nothing that has happened has seriously affected it.

What reference has this to you—an American manufacturer or distributor? Just this, that the surest line to world trade is through England. Start with England and finish with the world.

In itself the English market is worth winning, and when won is yours for good. But, do not forget, that the approach and the handling of the English market is work best done by an English organization. To avoid making costly mistakes, you should have that counsel and guidance which comes from knowledge of the English psychology, trade and merchandising conditions, and the hundred and one idioms of business usage on the other side.

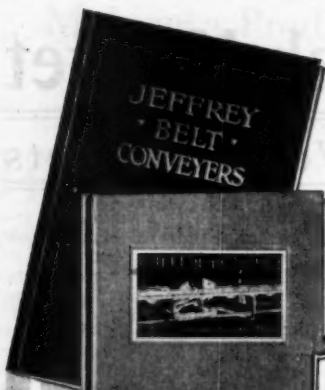
We invite you to ask us questions on all matters connected with advertising and selling in England—what prospects your goods have, what conditions are favorable or adverse, when and how they may best be introduced and distributed, and so on.

We are giving particular thought to American business, and believe our successful experience in English advertising should be utilized by enterprising firms who know and value well organized service.

If you happen to be visiting England, call and let us help you.

W. S. CRAWFORD, LTD.
Advertisers' Agents and Consultants
CRAVEN HOUSE, KINGSWAY, LONDON
ENGLAND





Two more
booklets
bound in
INTERLAKEN

Printed and Bound by
No. 1 United Bookbinder Pub. Co., Dayton, O.
No. 2 The Mages Bookbinder Co., Piquette, O.

The Jeffrey Mfg. Co., of Columbus, Ohio, bound their booklets, "The Jeffrey Carrier" and "Jeffrey Belt Conveyers," in **INTERLAKEN Book Cloth**. These booklets contain information that men interested in industrial transportation systems, need at their elbows. To make certain of durability in this ready reference duty, the Jeffrey Mfg. Co. selected **INTERLAKEN Book Cloth** for the binding.



HAVING your commercial literature presented to your prospective customer bound in **INTERLAKEN Book Cloth** is like having your salesman vouched for by a man of recognized standing.

Let our cloth-bound booklet, "Getting Your Booklet Across," explain the economy of gaining prestige and permanent sales representation with your booklet or catalog.

INTERLAKEN MILLS, Providence, R. I.

Interlaken
Book Cloth The standard since 1883

Moreover, who will do the educating of the public to a keener appreciation of quality, comfort, cleanliness, better rest and health, to make it demand more and finer mattresses? Not the manufacturer until he has distribution, or his dealers won, or he is ready for a mail-order business. Not the dealer when the mattress question takes the mind of the purchaser off the more profitable subject of furniture. For the manufacturer to go into a national campaign of advertising, even with considerable distribution, is taking a long chance as long as the dealer keeps the mattress out of sight until the sale of the furniture is consummated.

RELATION OF MATTRESSES TO POETRY

The fascinating thing about the mattress business is that the closer you consider the subject the more interesting it becomes. Moreover, it is more intimately related to you than you even remotely suspected at the start. Why? Because it deals with sleep and rest and health. As the investigation progresses, a light begins to break over the investigator. Why have not manufacturers told us more about this side of the subject before? One-third of human life, not counting days and nights of illness, is spent in bed. Sleep has a melancholy as well as a happy side. The sleep trail ends in mystery. Robert Southey, the poet, could not sleep. He tried

one scheme after another. He wrote:

"I listened to the river, and to the ticking of my watch; I thought of all sleepy sounds and of all soporific things—the flow of water, the humming of bees, the motion of a boat, the waving of a field of corn, the nodding of a mandarin's head on the chimney piece, a horse in a mill, the opera, Mr. Humdrum's conversation."

The above is a quotation from a recent Sealy advertisement. I have attempted to show the reader in one short paragraph how mattresses are related to poetry—how an ordinary, commonplace, said-to-be uninteresting article of household use like a mattress can be related, in the hands of the skillful advertising man, to things as big and broad as the sum total of human life or the full round of human needs. For does not life's efficiency rest, after all, upon sleep? And what is a man's work worth if he cannot leave it for a while to renew his faculties in the refreshing waters of slumber?

Sealy, Texas, was the first home of the Sealy mattress, which was named after the city in which it was born. Later the Sugar Land industries of Sugar Land, Texas, acquired the business, where the office, factory and plantation are now located. In the beginning hand work was employed in every process except that of mechan-

SLEEP
More vital than food

SLEEPLESSNESS is more tortuous than untold starvation. A legal punishment among the Chinese is death by deprivation of sleep, and it is reported to come in a few days.

1 Scientists have made an exhaustive study of sleep—its effects and functions. On one thing they all agree, it must be natural to be restorative and healthful.

2 Excessive expenditure of mental and physical forces lowers vitality and energy upon you the necessity and importance of getting the right quality of sleep—the kind of sleep which develops reserve strength and reserves spent energy and tissue.

3 Thus only can you prevent the body and mind from which lowered vitality means for another round one chronic, changeless sleep in a health promoting sense.

4 The right quality of sleep calls for a responsive relationship between body and the mattress. The relationship is specifically and fully brought about through:

The Sealy Sanitary Tufflex Mattress

5 The construction. Tufflex mattress consisting of an exceptionally soft, white, quilted felt of low blue cotton wool working in full to the center of the back and other parts of the body which are ordinary mattress leaves compressed. The high class "tufflex" support and the body's weight of sleep is distributed to enable recuperative sleep to follow.

They report all this, "tufflex" support and the body's weight of sleep is distributed to enable recuperative sleep to follow.

THE SEALY MATTRESS COMPANY
SUGAR LAND, TEXAS

"A Pillow for the Body"

SELLING SLEEP AS AN ACCOMPANIMENT OF A GOOD MATTRESS

In America's 4th Largest City

THE Detroit News dominates the field in local, suburban, and total circulation both week days and Sundays. That, alone, is of the utmost importance to advertisers who wish to cover the rich Detroit market. The News, however, has still more convincing evidence of its superiority as an advertising medium—its unusual Want Ad Record. Week days, the News publishes three times as many classified ads as its nearest competitor and 65% more than all its competitors combined. Sundays the News publishes over twice as many want ads as its only Sunday competitor. Want Ad records are built entirely on the medium's ability to obtain results.



cally preparing and packing the cotton. The output at that time was from ten to twelve mattresses a day. To-day machines are used for every portion of the work and daily production runs around six hundred mattresses. Sealy mattresses are made by a secret mechanical process, both process and machinery being covered by patents.

The Sealy is a so-called "tuftless" mattress, a process original with this company. When the company started to manufacture them forty years ago they were unknown to the world, and it was felt that a guarantee was necessary in order to make a sale. A twenty-year guarantee was therefore placed on Sealy tuftless mattresses, and this guarantee was prominently featured in the advertising. Thereby hangs a tale.

The first effort at national advertising was made in 1910, which resulted in dealer distribution throughout the United States. Problems encountered at this time were of two kinds: manufacturing and merchandising. The line of mattresses offered to the dealer was not sufficiently varied to meet the demands of the trade, while sales and advertising efforts lacked co-ordination and standardization. Production and advertising were like a team of horses not pulling in unison. They were see-sawing each other.

Naturally, the manufacturing difficulties were solved first. They had to be. Instead of concentrating on one style of mattress, the highest in price of its class, it was decided to put out a line of seven grades of mattresses, each grade in six sizes, and in addition to manufacture "made-to-order" mattresses to fit the varied designs of bedsteads.

In order to solve many uncertainties in the distribution system branch warehouses were opened at Atlanta, Buffalo, Chicago, Denver, Detroit, Des Moines, Minneapolis, New York, Pittsburgh, and Tigard, Oregon. A branch factory for manufacturing has been opened in St. Louis. Others will be opened in Dallas, Oklahoma



Announcing a B E C K office in CHICAGO

An office of The Beck Engraving Company has been opened in Chicago at the address below. The purpose is to extend to our customers in the middle western territory a prompt and efficient service.

Mr. Charles B. Cooney
will be resident manager.

BECK ENGRAVING CO.

Garland Bldg-58 E. Washington St.
Chicago

Philadelphia

New York



"Mother, Teacher Says She Uses—"

**Thus it happens — time after time
— in 20,000,000 homes.**

The children, at their most receptive age, gather impressions regarding merchandise from their teachers and carry them home.

Thus the preferences of the Teacher are transferred into the actual purchases of the families of her pupils.

Normal Instructor-Primary Plans

is constantly influencing the preferences of half the School Teachers of America and transmitting them through the school children into 10,000,000 homes.

It is, consequently, a powerful medium for effective general publicity, in addition to the direct business it creates from the

150,000 Teacher Subscribers

who find it necessary in their work.

Data secured by us proves that 78% of the Teachers in our Public Schools are in the habit of making suggestions and recommendations to mothers regarding the use in their homes of clothing, foods, methods of hygiene, etc.

Rate, 80c per line.

Circulation, 150,000.

Closing date, 25th of second month preceding.

**F. A. OWEN PUBLISHING COMPANY
DANVILLE, N. Y.**

CHICAGO OFFICE
708 Republic Building
Phone Harrison 5844

New York Office
105-10 West 34th Street
Phone Greeley 3269

City and Kansas City. The plan of operating branch factories in various centres is designed to facilitate the "made-to-order" end of the business.

In organizing the present campaign of advertising a big fundamental "motif" was looked for. A mattress is used about as intimately as an article of clothing. It comes into pretty close contact with the human body. The materials of which it is made, the way it is made and the people who handle it during the process of manufacture are important to its cleanliness and hygienic quality.

GROPING FOR THE BIG APPEAL

It was decided, therefore, to concentrate on the health appeal. There were found to be many sides to the question. First, the matter of comfort to the well—preservation of health. Second, comfort to the sick, as an aid to the restoration of health. Third, the education of physicians and hospital authorities in the importance of mattresses made of antiseptically clean materials. Fourth, legislation for the enactment of sanitary mattress laws.

With a programme like this to put over by means of an advertising campaign there was scope enough for everybody. One problem was to interest the physician and to do everything to induce him to inspect bedding and have microscopic examinations made when he is in doubt about the sanitary condition of a mattress upon which a patient is resting. Physicians were in a fine receptive state of mind for an advertising campaign of this sort, as they know that disease is transmitted by unsanitary mattresses and illness prolonged by them, and that patients will not respond to treatment when held in lengthy contact with them.

A very important part of the advertising campaign, therefore, is being carried on in all the medicinal journals.

"Rest," reads an advertisement in an August publication, "is the first essential of health. One may sleep without resting. The qual-

EVERYDAY PERFORMANCE

**MOLINE PLOW COMPANY,
MOLINE, ILLINOIS.**

August 26, 1920.

STANDARD RATE & DATA SERVICE,
DETROIT, MICHIGAN.
Gentlemen:—

We are returning attached, the rate cards sent to us with your letter of August 13th.

Your service **SAVED** us about **THREE TIMES** its cost on this one item.

Yours very truly,

MOLINE PLOW COMPANY,
(Signed) W. M. CARRIGUS,
Advertising Department.

EVERY issue contains detailed rates, mechanical requirements and minute circulation analysis on—

—**DAILY NEWSPAPERS**
—**GENERAL MAGAZINES**
—**WOMEN'S MAGAZINES**
—**AGRICULTURAL PAPERS**
—**TRADE, CLASS and TECHNICAL PERIODICALS**

No confusing reference marks or abbreviated information. Easy to read or carry around. Dependable data revised to the minute.

There is no obligation in asking us to send you a copy of the current issue on ten days' approval. Write today while it's fresh in your mind.

Standard Rate & Data Service

The National Authority

154 West Fort Street, Detroit, Mich.

References

Any Advertising Agency
National Advertiser
Publisher or Publishers'
Representative

Insist on the "Standard"
It Is

The National Authority

Oldest—most reliable
monthly rate service

Louis Capobianco

is now a member of this organization.

Mr. Capobianco has made a life-long study of the hand drawn letter, and its proper relation to any decorative scheme, and in consequence is much sought after by those who seek distinctive typography and ornamentation in their advertisements, as well as distinctive illustration.

It is our privilege to offer a service that is personified by just such thorough craftsmen in all branches of advertising art.

Louis C. Pedlar, Inc.

Counselors in Art

246 Fifth Avenue

N. Y. City



ity of sleep depends upon the degree of rest it brings. The profoundness of rest depends, to a great extent, upon the qualities of the mattress. In the Sealy mattress every requirement of hygienic design and sanitary construction has been met. Only antiseptically clean cotton is used and the special air-weave process makes it a complete unit without tufting."

Copy in the general magazines and women's publications went after the health idea from a most unusual angle. One advertisement, entitled "An Alliance with Nature," begins in this delightful way:

"There is an old Persian legend about a sleeping-rug of enchantment which gave serenity to the soul, wisdom to the mind, poise and power to the body—all of which mean health."

Other advertisements iterate and reiterate the health idea thought, as the following captions show: "Sound Sleep, the First Essential of Health"; "Sleep More Vital Than Food"; "If You Would Sleep as Nature Intends," "Your Mattress," etc.

GETTING MEDICAL TESTIMONY

By way of supplementing the magazine campaign, and to put the weight of medical authority back of the health and rest idea, a physician was delegated to write a description of the factors that influence sleep. This little essay, by Dr. S. G. Deatherage, was printed in the form of a folder for distribution by the company's dealers.

The factors that influence sleep, according to Dr. Deatherage, are mental attitude, physical condition and the body-rest, or mattress.

E. H. Harriman, says the folder, under "Your Mental Attitude," died twenty years before his time because he did his thinking in bed. Disturbing thoughts are described. These make for wakefulness. The still, calm peace of the night brings composure and contentment. Under "Your Physical Condition," the salutary effects of fresh air, moderate exercise, a warm bath and a light

For the Manufacturer

of any product allied with sporting goods, there is no more helpful merchandising means than the advertising pages of — "the live one from CHICAGO" — **SPORTING GOODS JOURNAL**. Each month it reaches—by sworn statement—over 5,000 of the liveliest dealers and jobbers in the country.

Sporting Goods Journal

Published for the Trade Only

Published on the finest of stock—containing all the news each month, of the sporting goods industry—filled with business-building ideas—and illustrated with scores of big, red-blooded pictures—it makes an irresistible appeal to the retailer and jobber of sporting goods.

Write for Details to

Tradepress Publishing Corporation
542 South Dearborn Street Chicago, U. S. A.

EVINRUDE MOTOR CO.

DETACHABLE BODY BOAT AND
CANOE MOTORS
MILWAUKEE

Sporting Goods Journal,
542 S. Dearborn Street,
Chicago, Ill.

6-19-20

Attention: Mr. Wm. S. Mayor, Mgr.

Gentlemen:

We feel pretty good towards **SPORTING GOODS JOURNAL** this morning, having just closed an agency with a big retailer through an inquiry traceable to **SPORTING GOODS JOURNAL**. Their initial order is for five Evinrude Motors.

We are mighty glad to be able to inform you that **SPORTING GOODS JOURNAL** now stands highest among the dealer publications we are using. From the inquiries received we have been able to secure a number of very good dealers, which is giving some considerable credit to the fact that we have been after dealers for the last ten years.

Yours very truly,

EVINRUDE MOTOR COMPANY
H. Berach
Soc'y. & Treas.

This Letter

is but one of many on hand. The accuracy of its contents is substantiated by the fact that the Evinrude Motor Co. is continuing to use full pages in every issue of the **JOURNAL**, although they have long since reduced or eliminated entirely their publicity in all other mediums.

EE:ES

LENS-ART STUDIOS

ASSOCIATED WITH
Bachrach Studios Inc

has been organized to produce the highest grade of

Illustrative Advertising Photography

—the type which is most productive of results in exclusive merchandising.

Photography in business is increasingly recognized by the most successful advertisers and merchants as a valuable fac-simile in sales promotion and prestige.

As executed by Lens-Art Studios, photography combines the accuracy of science with the beauty of art. It is not an attempt to usurp the functions of the illustrator; it merely offers an accurate medium of expression.

Representative will call upon request by phone or letter.

Headquarters		
BOSTON	124 Remsen St.,	BALTIMORE
647 Boylston St.	Brooklyn, N. Y.	16 W. Lexington St.
	Phone: Main 6871	

LOUIS FABIAN BACHRACH President	JOHN S. SHIRLEY General Manager	WALTER K. BACHRACH Treasurer
------------------------------------	------------------------------------	---------------------------------

LENS-ART

meal are referred to. Also, to sleep well one must be physically tired. Both the mental and physical aspects of the question are discussed from the medical adviser's point of view.

Under the "Mattress," Dr. Deatherage says:

"I have studied and observed the effects of the ordinary mattress upon sleep attitudes, closely discerning physical conditions and mental moods in their relations to the kind of mattress used in the individual cases. Experiments with various kinds of mattresses show that the firmness or resiliency of the mattress is capable of making one comfortable or uncomfortable, and the sleeper's rest is enhanced or disturbed in corresponding degree. For many patients I order mattresses especially constructed to meet their physiological and anatomical characteristics."

As between the person who prefers a bed reasonably hard and another who demands the other extreme, his experience, says the doctor, decides for the mattress that is soft enough to conform to the resting figure so that every part of the body gets even, perfect support.

The wisdom of relating mattresses to medical science cannot be questioned. Many manufacturers might have overlooked the important link or failed to take full advantage of the opportunity. The claim of cleanliness and sanitation that has always been a part of the Sealy sales talk makes the testimony of the physician and the support of the medical fraternity a particularly effective part of the advertising campaign. A point worth pondering.

CASHING IN ON LEGISLATION

There are sanitary mattress laws in nineteen States. The National Association of Bedding Manufacturers, Chicago, performs a function very similar to that performed by the Vigilance Committee of the Associated Advertising Clubs of the World. It seeks to prevent misrepresentation in the sale of mattresses and pillows.

The Sealy company identified itself at once with the work of the N. A. B. M. and agitated the investigation of mattress advertising. It is a lamentable fact that many mattresses are not made under the best of conditions or of the most blameless materials, due principally to the fact that the public does not take the trouble to open the ticking of a mattress for an investigation within. Unless a mattress is properly pedigreed, certified and guaranteed, therefore, the purchaser may buy a number of things with the mattress that are not a part of his intention. Many mattresses come from doubtful sources.

The amendment to the New York State Bedding Law is quite explicit as to the conditions under which mattresses may be made and the material which may be put into them. Other States in which such laws are in effect are: California, Colorado, Connecticut, Illinois, Indiana, Iowa, Louisiana, Massachusetts, Michigan, Minnesota, Missouri, New Jersey, Ohio, Pennsylvania, Tennessee, Wisconsin.

Thus is the Sealy company making a national issue out of its product. It is performing two distinct public services in addition to making a good article; namely, cleaning up its own industry and preaching the doctrine of better rest.

The sanitary features of the mattress are given a place in every advertisement. In fact, the phrase "Sealy Sanitary Tuftless Mattress," has been adopted as an advertising slogan in addition to that admirable line, "A Pillow for the Body," which is a descriptive phrase of unusual effectiveness.

DEALERS VOTE TO ABOLISH GUARANTEE

An unusual situation arose over the Sealy guarantee. This guarantee was referred to in a preceding paragraph. Ordinarily, dealers are as eager to have a manufacturer place a guarantee on his goods as consumers are, because a guarantee is generally regarded as a pledge of good faith



PERSONNEL INKLINGS

is not a new name for an old-fashioned method.

It represents an entirely new way of approaching a very old problem.

It is, in fact, a co-operative personnel department, operating for the employer and supported by the employer.

Furthermore, it is devoted entirely to that phase of the personnel question which is most difficult to handle, the finding of men for executive, technical or other important positions.

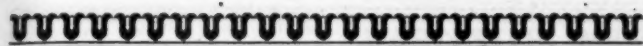
PERSONNEL INKLINGS
INC.

340 Madison Avenue
New York City

and is a piece of commercial paper, like a promissory note, when the purchaser is dissatisfied. But Sealy dealers in many instances found the guarantee working out to their disadvantage.

Close study of the situation disclosed a tremendously interesting thing. Forty years ago the Sealy mattress was offered to the public. In the absence of national advertising the sales argument rested its full weight on the guarantee. The public had no knowledge of mattresses at all—nothing but what it could gather after taking a long look at one of them. In most instances it bought mattresses only in cases of dire necessity—the old one dropped apart on account of advanced age, or somebody stole it or burned it up. Then came the Sealy Tuftless—a new process, new idea, new everything, and a whole bunch of new reasons why the consumer should buy it. As a clincher, the Sealy pointed to its twenty-year guarantee of satisfaction.

Years passed, as the *Fireside Companion* used to say. The Sealy company became an extensive national advertiser. The sales resistance which the guarantee was designed to overcome transferred itself to unadvertised products. But the guarantee was allowed to remain. From time to time, a customer would notify a dealer that she desired to take advantage of the guarantee. Her old mattress was not giving satisfaction. She must have a new one. The dealer was obliged to send someone to inspect the old one. A report had to be made and passed upon by the dealer. If he decided to replace the mattress with a new one, there was a delivery exchange to be made, for which no charge could be made. The old mattress had to be packed, carted to the freight house and shipped back to the company. The whole transaction cost the merchant from \$1 to \$5 with no satisfaction in it anywhere to anybody. Moreover, few dealers were able to locate the sale record of the original mattress, which might be ten years old or forty, and in



Substantial Proof of Effective Advertising Service

THE DEMAND for scientific and comprehensive Advertising Service, beyond that which is ordinarily rendered, has brought into the "lime-light" within the past few months, the intelligent advice and effort of this organization with a number of America's foremost and most discriminating accounts.

OUR SERVICE to one advertiser brought in, unsolicited, three additional accounts from the same locality, necessitating the expansion of our facilities.

IN ADDITION to the personnel and complete Advertising Agency equipment of our Chicago and London offices, we have been forced to create and establish a New York office, at 366 Fifth Avenue. Phone Fitzroy 815.

OUR CLIENTS are successful because the Service we give them is constructive and based on sound reasoning.

COMMUNICATE with us personally, or by letter, and we will show you logical and convincing proof of a better Advertising and Merchandising Service for you. No obligation to obtain some advertising advice that you will appreciate.

McCutcheon-Gerson Service

BEN F. McCUTCHEON

SAM P. GERSON

64 West Randolph St., Chicago, Ill.

NEW YORK CITY: 366 Fifth Avenue

LONDON, ENG.: Associated with Cleaver & Co, 48 St. Martin's Lane



Announcement

THE NEW YORK GLOBE

takes pleasure in announcing,
effective September 6, 1920,
the appointment of

LORENZEN & THOMPSON, Inc.

AS SPECIAL REPRESENTATIVES

for General Advertising in both
the Eastern and Western fields.

EASTERN OFFICE

19 West 44th Street, New York City

Tel. Vanderbilt 777 *

M. R. THOMPSON

E. J. CULLEN

J. L. SYTHOFF

WESTERN OFFICE

419 Marquette Building, Chicago

Tel. Central 4202

A. F. LORENZEN

H. G. SCHRYVER

C. G. SHANNON



The Globe
—Special Advertising—

MEMBER
AUDIT BUREAU
OF CIRCULATIONS

THE NEW YORK GLOBE

JASON ROGERS, Publisher

ninety-nine cases out of a hundred the mattress had not had reasonable care, such as an occasional airing in the sunlight.

Many Sealy dealers, therefore, began to petition the company to do away with its twenty-year guarantee. A letter was accordingly mailed out to all dealers in which the situation just referred to was described at length. Additional reasons were cited, such as the laws in force in many States making it illegal for purchasers of mattresses to return them for resale after they have been slept on. Thus the guarantee was apparently out of harmony with the spirit of the law, though returned Seals had never been offered for resale. Moreover, a guarantee which contemplated the taking back of a perfectly good mattress was encouraging waste and putting a needless additional burden on transportation.

The letter to dealers was accompanied by a post-card ballot, asking this question: "Shall the Twenty-Year Guarantee to the consumer, given in connection with the Sealy Tuftless Mattress, be discontinued?" Spaces were provided for voting "Yes" or "No," and the name and address of the dealer.

After a sufficient amount of time had elapsed to permit all dealers to reply, a letter of announcement was mailed to the entire list, containing the following paragraph:

"Sixty-seven per cent of the votes returned favored discontinuing the guarantee; 33 per cent of the votes returned in favor of its continuance. We are assuming that those dealers who were not sufficiently interested to reply are in favor of its discontinuance, as it seemingly did not have any important bearing on their sales. Adding this 67 per cent to the number of dealers who did not reply, we have a total of 81 per cent of our dealers who favor dropping the guarantee. In view of this decision, the twenty-year guarantee will not be used on the Sealy mattresses constructed on and after January 1, 1919."

That is interesting, you say, but

WORCESTER, MASS.

Largest City in the State
outside of Boston

The Evening "GAZETTE"

"The
Paper
that
goes
Home"

A concentrated evening circulation—a paper built for the entire family

The "Gazette" has often demonstrated its ability to give greater Direct Returns than any other Worcester daily—and occasionally more than both other Worcester dailies combined by actual count

National Advertisers recognize that the known Result-Giving quality of the "Gazette," coupled with the lowest advertising rate per thousand, make the "Gazette" their most profitable Worcester paper.

32,000 CIRCULATION WORCESTER GAZETTE

The Julius Mathews Special Agency
Boston—New York—Chicago

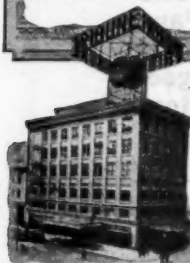
Oakland Tribune HOME EDITION

SHOULD CARRIERS OF EAST BAY CITIES VOTE TO RETURN TO WORK

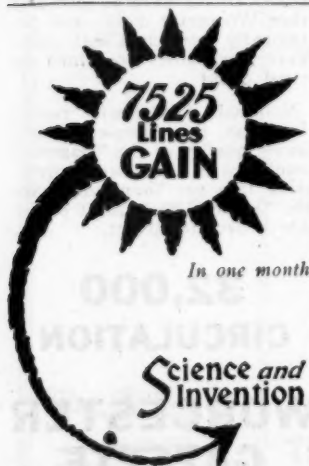
Q Does a cat need two tails?
Q No.
Q Then Oakland does not need San Francisco papers—for every available news service is used by the

**OAKLAND TRIBUNE
OAKLAND, CALIFORNIA**

Q The Tribune gives a news service equaling the combined service of all the San Francisco papers and unapproached by any single one.



You cannot cover Oakland and the East Bay Cities without using the OAKLAND TRIBUNE.



Advertisers showed

their approval of our new name and 16-page rotogravure section by using 23,670 lines of paid display advertising in September.

EXPERIMENTER PUBLISHING CO.
236 Fulton Street, New York City

Western Representative

J. B. FINUCAN, Hartford Bldg., Chicago

what happened after the guarantee was discontinued? The guarantee was withdrawn on January 1, 1919. Since that time there has been a decrease in the number of mattresses returned of 38.8 per cent. Certainly, every manufacturer using a guarantee will find abundant food for thought in this experience of the Sealy company.

National advertising has been confined to general and women's magazines, and the medical journals, until 1919, when a list of twenty-five newspapers through the Middle West, was used. The 1920 campaign comprises about thirty newspapers in addition to the groups of magazines mentioned.

G. D. Ulrich, president of the company, said:

"Advertising has not only secured us national distribution but enables us to market our product at a lower cost to the consumer than if we were trying to distribute it without the educational force of advertising."

The Sealy story is a most unusual chapter in advertising history. There are big lessons in it for everybody.

Decreasing Power of Dime Makes Magazine Change Name

The Five and Ten Cent and Variety Store Magazine, of Cincinnati, has been changed to *Variety Goods Magazine*.

The publishers in making the announcement of the change say: "Besides being considerably shortened, the name applies more closely to the field since high prices have knocked the five and ten cents out of most of the five and ten cent stores, and they are now carrying popular priced merchandise without retail limit."

Critchfield Agency Has Cigar Account

Critchfield & Company, Chicago, are handling the advertising account of the Shields-Stuart Miller Co., Cleveland, O., maker of cigars. A newspaper campaign will soon be placed.

A. J. Meister, recently national advertising manager of the New York *Evening Telegram*, has joined the executive staff of *The Journal of Commerce*, New York. Prior to his work for the *Evening Telegram* Mr. Meister had been with *The Sun* and *New York Herald*.

The Morning Record Meriden, Connecticut

*Has BOTH Quantity Circulation and
QUALITY Circulation*

25% more circulation *proved* than any other local paper claims.
90% of The Record's circulation *goes into the home*, and—
The uniformly high character of The Record's News, Editorials and Features assures it getting into

The Best Homes

Changed from 2 cents to 3 cents in July with loss of less than 2% in circulation, and that has already been regained.

ALL EASTERN Advertising handled from the home office direct.

GILMAN, NICOLL & RUTHMAN
Chicago
Western Advertising Representatives

A Market Newly Alive to the Good Things of Life

THAT YOU MAY REACH THROUGH MAILING LISTS OF

55,000 Southern Housewives
6,000 Women's Wear Merchants

Here are two mailing lists. Every name on them is a live one. The merchants are more prosperous than ever before; the housewives never had so much money to spend, nor such keen desires for the conveniences of life as they now have.

The consumer list is grouped compactly by towns and cities; the merchant list by states. The former was compiled by the merchants from names they are anxious to keep on their active lists.

The lists are in the form of addressograph plates in New York. We address and mail your advertising matter at market rates plus the rental charge.

For rates and information, address

JAMES McCURRACH

Room 710, 110 West 34th St., New York, N. Y.

Phone: Fitz Roy 3548

Discount to Recognized Advertising Agencies



Announcing

William Meade Prince

Mr. Prince, until recently with Lord & Thomas, has joined the staff of the Meinzinger Studios and is now available to you.

His notable contributions to such campaigns as Pepsodent, Quaker Oats, Van Camp's and Aromints, have won for him a national reputation, and are ample evidence of his ability as an artist.

MEINZINGER STUDIOS, INC.

Top of the Tuller

Detroit

Advertising Makes Merchant of Electrical Manufacturer

Selling to the General Public, through Jobbers and Retailers, Has Required Manufacturers to Go to a New School—Courage Needed to Be a Merchant in the Modern Sense

THE electrical industry has at last been brought close to the great buying public. Prior to this change, electrical apparatus was a thing of mystery, a matter for technical experts. Now the part with which the public comes in contact is almost in the same familiar class as kitchen utensils and wearing apparel. Electrical goods have become merchandise.

This is true of not all electrical products, of course. Turbines, switchboards, meters and transformers are still apparatus, things of mystery to the man in the street. But the electrical devices which are offered for sale to him, and which he sees in the attractive show windows of the electrical stores, now so numerous, are shorn of their old-time mystery and are things he and his wife know all about, just as they do about furniture and books and things to eat.

This makes a profound difference to the electrical manufacturer. He has been heretofore a contractor and an engineer. Now he must become a merchant. He must study the methods of merchants who have served the great buying public for generations. His old methods, which were effectual in selling highly technical apparatus, are out of place and worthless in the merchandising field. He must readjust his ideas as to prices and discounts, as to the relation of price to cost, as to the relation of output to investment, and as to the matter of stocks.

As illustrating a few of these differences: In the matter of prices, the old-line products are priced to carry only a manufacturer's profit, while merchandise must carry also the middleman's



"The National Magazine
of Medicine"

used by National Advertisers

WANTED

10 National advertisers of sick room conveniences.

Write for Rates

The American Journal of
CLINICAL MEDICINE

S. DeWitt Clough, Advertising Manager

4753 Ravenswood Ave., Chicago

H. A. Saunders, Eastern Representative

17 W. 42nd St., New York City

Telephone Vanderbilt 8750

UNDERWEAR
HOSIERY

The
Underwear & Hosiery
Review

3rd Floor

New York

WORLD SALESMAN



**A Monthly Journal of
International Trade**

A **AMERICAN** owned. Established 1917. Published in Yokohama, Japan. Circulates among business executives exclusively in Japan, Korea, China, Manchuria, India, Burma, Dutch East Indies, Straits Settlements, Philippines, Australia, New Zealand; and other parts of the world. Subscribers include importers, bankers, manufacturers, wholesalers, engineers; plantation, mining, estate managers and supply dealers. Foreign language sections printed every issue in Japanese, Chinese, Spanish and English.

Sample Copy 10c.

**182 West Fourth St.
New York**

A Graffco
TRADE MARK REG. U. S. PAT. OFF.



**Tab
Tale**

A set of Graffco Tabs on each of your bound books, loose leaf files and ledgers will find pages instantly for you; save time; save temper; save money. Graffco Tabs have steel frames with washable celluloid windows. They slip on easily, hold firmly, and do not budge, yet can be removed in a jiffy. Their faces are clear, handsome, and easy to read. May also be had plain. Several attractive styles. Send for details.

GEORGE B. GRAFF COMPANY

18 Beacon St., Somerville, Boston, 62, Mass.
Mfrs. of Time-Saving Office Devices.

profit for both dealer and jobber to cover their compensations for necessary functions in distribution; in the matter of cost and investment, merchandise has a more rapid turnover than larger and more technical apparatus, and the greater output for dollar of investment should justify steady maximum production against fluctuating demand, and even plant extensions, which would probably be rejected if judged on the standards of small profit and slow turnover obtaining in the manufacture of large apparatus; and in the matter of stocks, the manufacturer must be prepared to invest heavily in well-chosen stocks. "Goods well stocked are half sold" is an adage as old as business. In the matter of middlemen, the manufacturer must understand and respect the functions and the rights and the practices of the various forms of resale distributors, such as agents, jobbers, wholesalers, retailers and contractors, some wholly electrical and some not—a tangled and difficult but interesting problem.

Another thing that the electrical manufacturer must do in the merchandising field is to "take a chance." I do not mean to speculate, but to have the courage to support an opinion or a conviction by investment and expenditure, such as to put in a stock of goods, or to spend money on advertising or on a special sales campaign with only problematical returns in prospect. "Be sure you are right—then go ahead," is almost the eleventh commandment, its soundness being so generally accepted by everybody. For fear of being misunderstood, I hesitate, therefore, to say that in merchandising to follow that rule strictly would be fatal. If a merchant waited until he was sure he was right, he would go backward, for by that time his opportunity would have passed. Some more enterprising competitor would have acted before he was sure he was right. It might be amended to read "Be reasonably sure you are right, but go ahead." There are



In Philadelphia stands a small building through whose doors have passed big people. In the passing of each is hidden a message for us.



LA FAYETTE

LA FAYETTE put inspiration into a heart-sick army and swung a vacillating nation to our cause, because he was willing in person to make every sacrifice the situation demanded.

Today's business problems are solved from the point of view of service, only as the leaders in any organization give themselves unattingedly to their work.

GATCHEL & MANNING, INC.

C.A. STINSON, PRESIDENT

Photo-Engravers
PHILADELPHIA

Opposite Independence Hall

The Standard Paper for Business Stationery

Old Hampshire Bond

EVERY letter you write seeks to influence somebody, in some way or other. This is the soundest possible reason why you should write your letters on the finest business stationery.

Our New Book of Specimens is ready. Write for it.



Hampshire Paper Company, South Hadley Falls, Mass^{us}

Nearly TWO MILLION PEOPLE Have Bought Dr. Marden's Books

EVENTUALLY these same two million people will read **THE NEW SUCCESS**, Marden's Magazine—the magazine edited by Dr. Orison Swett Marden, who is considered by many prominent men the greatest inspirational writer of his time.

THE NEW SUCCESS is more than a magazine. It is the mouth-piece of a world movement. It is the voice of inspiration. Its slogan is helpfulness, optimism, encouragement.

A Polish lady of title writes that when her Mother and family were murdered recently by the Russian Reds, Dr. Marden's writings alone saved her from suicide.

A Peasant in Chesco Slavia writes that Dr. Marden's writings translated into his own tongue and published by the Red Cross have given him new faith, new hope, new courage, changing his pessimism into optimism.

The Sales Office of one of the biggest Rubber and Tire Companies in the United States writes that they want their three thousand salesmen to read **THE NEW SUCCESS** because they believe it will make them better men and better salesmen.

This tremendous reader-interest is reflected in the unusual pulling power of **THE NEW SUCCESS**. It makes good on keyed copy. The average buying power of its readers is high. In actual returns from keyed copy, figured on the basis of dollar for dollar spent, **THE NEW SUCCESS** will compare favorably with your best medium. When you want to add a new, live magazine to your list, think of **THE NEW SUCCESS**.

THE LOWREY-MARDEN CORPORATION

CHARLES H. DESGREY,
Advertising Manager,
1133 Broadway, New York, N. Y.
Phone: Chelsea 5110.

CHARLES H. SHATTUCK,
Western Representative,
Peoples Gas Bldg., Chicago, Ill.
Phone: Harrison 7345.

too many variable and unknown quantities in every business equation for any merchant to be absolutely sure he is right: that is, right in the way that an engineer must be in designing and building structures or machinery, but the engineer's calculations are based on proved laws of physics and on known strength of materials, on fixed weights and measured time.

But in the commercial world the human element enters too largely for exact calculation. The whims and fancies of the buying public cannot be reduced to a logarithmic table. Even the weather is a factor, and who is ever sure about that? So, in the end, it comes to taking every known fact and every possible contingency into consideration, and then using your best judgment, and even then you may be wrong. But if that fact lays the cold hand of fear on your heart you are not a merchant and there is no wealth in you. A perfect record is incompatible with success. One of the greatest merchants in the country made the celebrated and much-quoted remark that it is necessary to be right only 51 per cent of the time. The main thing is to do something. Never do nothing. In business, inaction is death. It is really better to be wrong than dead commercially. If you are going to be a merchant, buy, sell, act.

Merchandising is simply being a merchant. It is a great and interesting field of activity and one for which an engineering training, such as most of our salesmen have had, ought to be the best of all if the engineering merchant can only readjust his point of view and realize that he is living in a real world where the unexpected happens oftener than otherwise.—John J. Gibson in "Westinghouse International."

J. L. Marshall Heads Iron City Engraving Co.

The Iron City Photo Engraving Co. has been organized in Pittsburgh with the following officers: J. L. Marshall, president; Herman Huff, vice-president, and Fred Campbell, secretary.

Furniture Publishers Form Association

As a result of the meeting of a number of publishers of home-furnishing publications at Chicago on August 23 and 24 an organization known as the Associated Furnishings Publications has been formed. The dues were fixed at a sufficient amount to insure a fund of several thousand dollars, which is to be spent in advertising the furniture publications, not only to manufacturers who are prospective advertisers, but especially to retail house-furnishings dealers.

The purpose of the association is to assist retailers and manufacturers, both as individuals and through their association, in the raising of the standards of business practices in the furniture and house-furnishings industry. Committees are to be appointed to co-operate with retail, wholesale and manufacturing associations to assist in every way in correcting trade abuses.

Arrangements were made to furnish to interested advertising agencies and manufacturers definite data as to merchandising, retail sales, etc. One purpose of the advertising campaign is to increase the reader interest in house-furnishings publications on the part of the retail trade and also to increase the number of such retailers who subscribe for and read one or more of these publications.

The members of the new association decided that hereafter "write-ups," reading notices and even news items that feature the names of manufacturers' products or brands should be entirely eliminated from the editorial columns of the furniture and house-furnishings publications.

The association adopted as a requirement for membership the Standards of Practice of the Associated Business Papers.

The following officers were elected to serve until the annual meeting in January: C. R. Francis, *Furniture Journal*, president; John G. Gronberg, *Good Furniture*, vice-president; P. S. Johnson, *Furniture Index*, vice-president. Advisory committee: O. E. Munn, *Furniture Record*; E. F. Tuttle, *Furniture News*; A. I. Boreman, *Furniture Merchants Trade Journal*.

W. G. Beard with "Fashion Art"

W. G. Beard has been appointed Eastern representative of *Fashion Art*, Chicago. His territory will be the New England States and part of New York City. Mr. Beard has for some time been engaged in advertising agency and newspaper work in Chicago.

Esmond Mills Account with Tracy-Parry

The Esmond Mills, Esmond, R. I., manufacturers of blankets, have placed their advertising account with the Tracy-Parry Co., Inc., Philadelphia.

Advertising and Sales Manager

EIGHT YEARS experience
in Sales and Advertising,
including

TWO YEARS in Advertising
Agency work, following

ELEVEN YEARS with New
York City Newspapers.

For the last six years I have been with large manufacturers of specialty products, nationally advertised in a big way, and selling direct to the general industrial trade as well as to Auto, Auto Accessory, Hardware and kindred jobbers and dealers.

My work has included all details of Sales Management, market analyses, planning and direction of Sales and Advertising campaigns, copy, literature, dealer helps, house organs, etc.

WHAT I SEEK is a position combining permanence with opportunity for hard work in either Sales or Advertising—or both.

Age 39. Single.
American.

C. C., Box No. 52
Printers' Ink

Choosing a Labor Policy

(Continued from page 8)

help anyone who is trying to decide on his own policy. Only the conditions of work in the particular shop under investigation and not deductions from other experiences will determine the right policy.

OPEN AND CLOSED SHOPS IN HARMONY

The American Rolling Mill Company at Middletown, Ohio, has attained a very high general efficiency. One of its large departments is run on the union, closed-shop basis. All the other departments are on the open-shop plan. There is no distinction in efficiency between the union shops and the non-union shops. They have never had a strike. During the steel strike their union men did not go out.

On the other hand, the unions are so entirely well satisfied with the conditions in the shops of the Endicott-Johnson Company at Endicott and Johnson City, N. Y., that they frankly say that it would not be worth while to attempt organization—that nothing could be gained by organization, and hence we have the surprising spectacle of the executives of this large company being on the best of terms with the union officers without the slightest effort on the part of the unionists to effect, or even to ask for, organization.

In other parts of the country we find closed union shops operating at an absolute minimum of efficiency, and on the most approved lines of English unionism—which means that a day's work is not to be regarded as an essay in production, but rather as an endurance test to see whether it can be managed without the violation of some of the voluminous union statutes. In other places we find open shops running on a minimum of efficiency.

I am inclined to view the whole question of unionism as one dependent wholly upon the circumstances. Any individual case can be decided by putting down what



A NEW Concern in the Outdoor Field~

Associated with the O. J. Gude Company of New York, which is the largest outdoor advertising concern in the world.

THE entrance of the Harry H. Packer Company into the broad field of outdoor advertising is of more than ordinary interest. Mr. Packer, who heads the new organization and will actively direct its operations, is well known as former Cleveland manager of the Thos. Cusack Company.

With years of experience in outdoor advertising, with ample capital and a strong organization, the Harry H. Packer Company begins operations with one dominant idea—to render a complete service embracing every angle of outdoor bulletin work.

A 'phone call will bring a representative to your office who will divulge much of interest concerning Packer Service.

The Harry H. Packer Co.

Outdoor Advertising

Cleveland, O.

1664 ANSEL RD.

BELL—CEDAR 1991

WANTED

ONE OF THE LARGEST
AUTOMOBILE MANU-
FACTURERS located in
Detroit has an opening for a
high grade territory man of
mature experience. This is
a permanent position of un-
usual opportunity. Please
state experience, references,
and salary expected in first
letter. "R. M. X." Box 50, P. I.

the business wants to be and then endeavoring to discover whether its legitimate objects, which include the good of all concerned, can best be achieved by an agreement with a union, by an agreement with the employees, or by proceeding under no agreement whatsoever.

It may be said that this choice is not always present. Just as unscrupulous employers have, not knowing what business is, tried their short seasons of profiteering against their employees and the public, so also has the same type of man as a union leader instead of as an employer embarked on his season of profiteering.

When an unscrupulous employer meets an unscrupulous union leader, they are bound to take one of two courses—to engage in something akin to a gang row or to become partners in crime. Or, to put it another way, to become partners in the destruction of the business unit by making it of the least possible service to the public.

We might draw many excellent examples of this sort of thing from the woollen and cotton trades. The sweet waters just above the bankruptcy falls are dotted with the boats of these jolly souls. Some of them glide quietly on to destruction while the more exuberant spirits even insist upon rocking the boat as they go.

The real question to decide in any one case is: How may we best attain our objective? And this is a matter to be decided with all the cards on the table. To attempt an agreement under any other circumstances is only slightly to postpone the absolutely inevitable consequences.

GOMPERS RECOGNIZES DIFFERENCE

We find most labor troubles in unscientific industry — because then each season of work presents itself both to the employer and to the employee as a grabbing opportunity. For my own part, I find that the largest efficiency may often be reached with a union organization when as a preliminary to the arrangement, the old-fashioned union notion of a flat wage regardless of individual perform-

The Atlanta Journal

Atlanta, Ga.

Want Ads in the Journal
for August averaged over

**1,000 Ads
Each Day**

There were 31,225 separate
Want Ads published in The
Atlanta Journal during August.

Many classifications are strictly cash-in-advance and such charges as are made are restricted to people of established credit.

*Advertising in The
Journal Sells the Goods*

SALESMEN Accountants Bookkeepers

Are you contemplating a change from
your daily routine work?

We are looking for red-blooded, hard
hitting men.

Requirements are, personality, integrity
and grit.

Our Line:

**Loose Leaf Accounting Systems
Loose Leaf Ledgers
Loose Leaf Binders
Manifolding Systems
Ledger Sheets
Special Ruling**

Do not hesitate to answer this. If
you are now employed; it will pay
you to make a change.

Philip Hano & Company

806 GREENWICH STREET
NEW YORK CITY

Advertising Executive Available

Eight years' experience. I am capable of supervising general advertising, the compiling of catalogues, editing of house magazines, preparation of trade paper copy. I can write result-producing letters and handle correspondence courteously and intelligently, get up attractive direct-by-mail literature and supervise follow-up work. I am thoroughly familiar with the mechanics of advertising and the usual channels of distribution; a competent judge of commercial art and an executive who can organize and work in harmony with other departments. College man, sound judgment, clean cut, thirty-two. Not interested in connection with an agency or with a Jewish or Semitic company. Can demonstrate ability to earn at least \$100 a week.

"H. W.," Box 55, PRINTERS' INK.

Do you know Sales Promotion?

A prominent concern in a city in upper New York State wants a capable man to act as assistant to the advertising manager—a man with ideas and experience in sales promotion. Salary to start \$3600.00.

"P. R. D." Box 53

ance is abandoned. In the ordinary union negotiation the sole dispute concerns the amount of the flat wage. A uniform wage without a corresponding uniform production is a negation of industry, and it is now so recognized. Samuel Gompers, in an interview in *System* of April, 1920, acknowledged this point when he said:

"The union wage is a minimum wage, and it is arrived at as being in the nature of a safeguard against paying a man of a certain skill less than a certain amount for his day. But however erroneous may be some of the opinions on the subject, wages are paid out of the production and out of nothing else. Therefore, those who, in the name of unions, oppose the introduction of better methods of work, are catering to ignorance and not to union principles. . . . Having fixed upon the minimum amount of work, we are to take into account that all men are not equal, and there is no suspicion in the union doctrine that all men are equal in ability, and I should therefore arrange to pay my people in proportion to the amount of work they did above the standard—not at all in the way of a bonus, not as a gift, and not charitably, but with a mutual recognition of the fact that, if prices are calculated upon the man doing ten articles a day, if he then does twenty articles a day the employer can well afford to pay the worker who produces 100 per cent more, 100 per cent more wages, because the overhead expense remains just the same. This is a principle recognized by most industrial engineers, and it is perfectly fair to all parties."

Where one side, whether that side be the employer's or the unionist's, desires to get the most out of business, true business principles can be put into effect. Take the garment trade in Cleveland, where is in progress what I consider in many ways the most important of all our industrial experiments. It is founded on the basic principles of industry. The Cleveland situation was for many years a struggle between the union leaders on the one hand and the

Quality and Quantity

are the two factors which determine the value of a newspaper's circulation, and it is on this basis that the

Times-Union, Albany, N. Y.

sells its space to advertisers. In the city of Albany it has a circulation larger than the combined city circulation of the three other Albany dailies. In the prosperous suburban towns and villages it has a circulation which the three other Albany papers cannot duplicate.

SPACE AS PLACED IN ALBANY PAPERS

April, May, June, July, 1920

The Times-Union,

lines display 2,149,700; lines classified 500,961

Second paper,

lines display 1,224,733; lines classified 348,365

Third Paper,

lines display 1,132,336; lines classified 239,039

Fourth paper,

lines display 449,733; lines classified 88,696

The Times-Union carried nearly as much advertising as the other three Albany dailies combined, or to be exact, the Times-Union carried 43% of all the advertising carried in the Albany dailies.

MARTIN H. GLYNN, *Publisher.*

Foreign Advertising Representatives:

VERREE & CONKLIN, Inc.

New York

Chicago

Detroit

An Unusual Agency

with unusual service for unusual accounts, owing to rapid developments in size and number of accounts,

Requires Five Unusual Men

as follows

ASSISTANT PLAN CHIEF

For Investigations, Plans, Etc.

SERVICE CHIEF

For Service Supervision

PRODUCTION CHIEF

For Art, Copy, Plates, Etc.

ART DEPARTMENT CHIEF

For Direction All Art

PUBLICATION CHIEF

For Space, Forwarding, Checking

All of these men must have demonstrated, in agencies or departments, that creative ability which produces a profitable return to advertisers AND themselves by faithful, thorough service.

We offer and seek congenial, permanent, profitable association. Every applicant and his record will be closely scrutinized. If you come, you tackle a busy, heavy job. In return you will receive a worthy pay. If you demonstrate the proper success, there will be an opportunity to become part owner in this firm.

Present your qualifications quickly, in strict confidence. Convenient interviews will be arranged.

**Address, A Cleveland Agency
Care Box 51, Printers' Ink**

employers on the other. They had one very disastrous strike which lasted through the better part of the year, and for the time being broke the union. Since then, the open shop has obtained and in many of the shops a trades union member was not allowed to work. Several of the largest shops were far-seeing and they operated on scientific principles with fairly set piece rates and committee management. During the war the union influence grew and there was a strong possibility that at some future date another deadlock might be reached.

THE CLEVELAND PLAN

The unions and the employers arrived at an agreement of which the following is a part:

"In view of their primary responsibility to the consuming public, workers and owners are jointly and separately responsible for the cost and quality of the service rendered, it is agreed that co-operation and mutual helpfulness are the basis of right and progressive industrial relations and that intimidations and coercion have no proper place in American industry. To provide a means whereby the parties may co-operate, both to preserve peace in the industry and to further their mutual interests in the common enterprise, this agreement is entered into.

"On or about October first of each year, the referees shall take up the matter of wage-scales, and on or about November first shall make such changes in the then-existing scale as shall, in their judgment, seem advisable. The wage-scale thus promulgated by them shall be effective at a time to be fixed by the referees, which shall not be prior to December first of that year, and shall be the scale in force for the year next ensuing, except that four months thereafter the subject may be reopened for the purpose of making adjustments in conformity with changes in the cost of living, which adjustment shall be made on or about April first, and become effective at a date to be fixed by the referees, which date shall not be prior to May first; pro-

MAKING LETTER PAY SYSTEM

Directed by Edward H. Schulze

a yearly service, founded 1914 and used by 3500 business concerns to increase the effectiveness of business letters.

Systems and services for developing business with the least waste effort and at the lowest possible cost.

The first part of either system will be sent FREE for ten days' use. No obligation except to agree to return the part if you cannot use it.

MAKING IT PAY CORPORATION

222 West 42nd St., New York

MAKING PRINTED MATTER PAY SYSTEM

Directed by Gilbert F. Farrar

a yearly service—devoted to increasing effectiveness of printed matter. Companion service to MAKING LETTERS PAY SYSTEM.

Printing Plant Superintendent

A quality printing concern, now doing business of \$500,000 and rapidly expanding, is in need of a general superintendent.

The position calls for a man of highest executive ability and not only a practical knowledge, but good taste and experience in fine work. He must be able to take complete charge of production from composing room to bindery. He must shoulder big responsibility, and not "pass the buck." He must be old enough to have had experience and to command respect from a large force of employees; and young enough to be adaptable and ambitious. For the right man this is a real job. The man who can deliver the goods will get a liberal salary and a chance to have an interest in the business if he wants it. Preference would probably be given to a man already employed in a big job.

Tell the full story definitely in your first letter, give references and name of present employer. If your letter sounds like the real thing an immediate interview will be arranged. All correspondence strictly confidential.

"H. T. A.," Box 58, Printers' Ink.

Can You Use This Man?

Here's a man who has good, sound reasons for desiring to make a change at the present time.

- he was Eastern Manager of a leading technical publication for several years.
- he was Sales Manager of a trade paper for two years.
- he has had copy writing experience, actual selling work in the field, has hired and trained salesmen.
- he knows the advertising game in its relation to both the publisher and the manufacturer, and is particularly well acquainted with the industrial field and the products entering therein.
- he can prove these qualifications as well as actual selling results.

This man should make a fine publisher's representative for New York City.

This man should make a fine sales manager for a manufacturer.

His age is 31 years, technical university training, healthy and healthy looking, steady and dependable. Making over seven thousand now, but says income is second to opportunity.

If you are interested, or know anyone who should be, write:

"T. M. B.", Box 56.

P.S.—This is the first time he has ever looked for a job.

Research and Market Analysis Man Wanted Quickly

Largest publishing house in the Southwest is in immediate need of an experienced man to take charge of Research and Market Analysis work on large State farm paper and two daily newspapers dominating a rich agricultural State. Substantial man, 30 or under preferred who has had experience with agency or manufacturer. Location splendid city 100,000. Organization strong and progressive. Good starting salary and ample opportunity to develop. Sell yourself in first letter giving complete history of experience and qualifications. M. C. H., Box 59, care PRINTERS' INK.

vided, however, that the scale adopted for the year 1920 shall be effective as of January first of that year, and that there shall be no changes in that scale before December 1, 1920.

"The wage-scale shall be determined after thorough investigation of all ascertainable facts, with due regard to the public interest, fair and equitable wages conforming to American standards, and to the progress and prosperity of the industry. A united effort shall be made to promote all interests by increasing continuity of employment.

"Disputes between an employer and an employee in an individual shop, affecting a member of the Union, shall first be taken up between the employer or his representative and the worker concerned or his representative, who must be an employee of such shop, for the purpose of adjusting the differences between them. In case of failure to make satisfactory adjustment, the matter shall then be taken up by the manager of the Union and the manager of the Manufacturers' Association.

"Disputes of a general nature concerning such matters as hours of work, general sanitary standards, general wage-scales, and classifications in connection therewith, and so forth, shall be taken up directly by the manager of the Union and the manager of the Manufacturers' Association.

"If they fail in either case to make a satisfactory adjustment, the dispute shall then be arbitrated by the representative of the referees appointed for that purpose and vested with the full power of the Board of Referees, subject only to a right of appeal to the board from his decision on matters relating to principle or policy. This representative shall reside in Cleveland, and may be called upon at any time for the investigation or hearing of cases properly brought before him. No case shall be heard by him, or by the board, which has not first been taken up in the successive steps set forth above. The decision of the representative is final unless and until overruled or modified

The First Complete Record of the Electrical Industry

For the first time in the history of the electrical industry, there will be available a complete and accurate record of its progress, statistics and other data. This new volume will be ready for distribution early in 1921. Subscriptions and advertising are now being accepted.

The E M F Electrical Year Book

*A combined dictionary, encyclopedia
and trade directory of the
electrical industry*

Comprising 1500 pages, thus easily and clearly being the biggest electrical book ever published.

Manufacturers will find advertising in this new Year Book the most economical and productive way of laying their case before their customers and prospects at the time orders are to be placed.

Advertising rates and further information are ready. Send for full particulars.

Electrical Trade Publishing Co.
1018 South Wabash Avenue
Chicago

HOWARD EHRlich
President

CHAS. W. FORBRICH
Vice-Pres. and Treas.

FRANK A. MERKEL
Secy. and Genl. Mgr.

Also Publishers of THE JOBBER'S SALESMAN

A Tip to Manufacturers

In a talk some time ago, one of the ablest merchandisers in the country said:—

"Few merchandisers realize that, based upon ease of access, purchasing power per capita, and volume of selling per dollar cost, the New England Market far outranks any of the other eight major Markets of the country. To illustrate, a certain manufacturer of soaps came into this New England Market, LAST, thinking it too hard to master,—and too expensive; his greatest sale on his publicity campaign,—including the New York, Philadelphia, St. Louis and Chicago Markets, was about ten carloads. But New England bought thirteen carloads on less than half the advertising cost! His second campaign totaled over FORTY carloads in New England while none of the other Markets had even reached his first sale here."

NEW ENGLAND

A Place for Trial Campaigns and for
Regular Campaigns .

Fifteen Fine New England Home Newspapers

WORCESTER, MASS., GAZETTE

Daily Cir. Six Mos. 30,155; Mar. 31,783
Population 190,000, with suburbs 250,000

PAWTUCKET, R. I., TIMES

Net Paid Circulation 23,369 A. B. C.
Serves territory of 130,000

BRIDGEPORT, CT.

POST-
TELEGRAM

Daily Circulation 46,730 P. O.
Population 150,000, with suburbs 220,000

NEW HAVEN, CT., REGISTER

Daily and Sunday Cir. 28,334 P. O.
Population 150,000, with suburbs 175,000

NEW LONDON, CT., DAY (Evening)

Daily Cir. over 10,640 A. B. C.—3c copy
Population 25,688, with suburbs 60,000

WATERBURY, CT., REPUBLICAN

Daily 10,992 A.B.C.; Sun. 11,425 A.B.C.
Population 91,410, with suburbs 100,000

PORTLAND, ME., EXPRESS

Daily Circulation 24,300
Population 69,169, with suburbs 75,000

BURLINGTON, VT., FREE PRESS

Daily Circulation 10,552 A. B. C.
Population 22,000, with suburbs 40,000

MANCHESTER, N. H.

UNION and
LEADER

Daily Circulation 25,375 A. B. C.
Population 75,063, with suburbs 150,000

FITCHBURG, MASS., SENTINEL

Net Paid Circulation now 9,000
Population 41,013, with suburbs 150,000

LOWELL, MASS. COURIER-CITIZEN

Daily Cir. 16,975 P. O.
Population 114,366, with suburbs 150,000

LYNN, MASS., ITEM

Daily Cir. 15,504 A. B. C.—2c copy
Population 99,148, with suburbs 125,000

SALEM, MASS., NEWS

Daily Circulation, 18,811 P. O.
Population 43,697, with suburbs 150,000

SPRINGFIELD, MASS., UNION

Daily Circulation 49,692 A. B. C.
Population 100,000, with suburbs 250,000

TAUNTON, MASS.

DAILY
GAZETTE

Daily Circulation 7,909 A. B. C.
Population 38,000, with suburbs 53,000

EACH OF THE NEWSPAPERS here
named is a power in its home community.

by the Board of Referees, except where a member of the board, upon cause shown, shall deem it advisable to suspend execution of the decision of the representative, pending appeal. . . .

"The expenses of the referees and their representative in administering this agreement shall be borne equally by the union and the Manufacturers' Association by making such deposits to the order of the referees as from time to time may be required by them."

There is no longer any guessing about wages; there is no longer anything to compromise about. The employers and the employees have decided that the only mutually satisfactory joinder must be to gain production—it is not an electionary alliance; it is a producing one. And further the employers have guaranteed nearly a full year's work; that is, they have set themselves to taking the clothing trade out of the black list of seasonal industry.

But what did they decide about the closed shop? It was not necessary to decide anything. The shops are open. But since the unions and the employers are jointly paying for the entire cost of the reorganization of the industry, on a scientific basis, every employee will probably become a union member, for otherwise he would be a parasite.

The union is probably a passing phase of industry. When all parties realize what industry is, the union will no more be necessary than is a vigilance committee in a well-governed community. But it can be, as at Cleveland, a great constructive force. The point that I want to make is this:

It is always bad to commit oneself to any kind of a rigid policy that is designed to be of national application. The facts in the shop or small district will decide the policy. Let us be chary of perfection.

Sugar a Soap Premium in Canada

Pugsley Dingman & Co., Toronto, are taking advantage of the sugar shortage to advertise granulated sugar as a premium for soap wrappers.

PORTLAND, MAINE

Because it is a good city for results

Because it is a wholesale city—110 are located here.

Because it is the jobbing center—they supply the state.

Because it has a daily that is a cracker-jack. The

EVENING EXPRESS

is the only afternoon daily. It is head and shoulders over every other daily in the city. It leads in all kinds of advertising—and justly.

Member of Audit Bureau of Circulations

The Julius Mathews Special Agency
Boston—New York—Chicago

BRIDGEPORT CONNECTICUT

A Star City
of the East

THE POST and TELEGRAM

Connecticut's largest
circulation!

The Star Dailies of Bridgeport

Every advertiser should see to it that this city and these dailies are on this list.

Representatives

I. A. KLEIN	JOHN GLASS
254 Metropolitan Tower	Peoples Gas Bldg.
New York, N. Y.	Chicago, Ill.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS.

Chicago Office: 833 Peoples Gas Building, 122 South Michigan Boulevard, KIRK TAYLOR, Manager. Telephone, Harrison 1706-1707.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: 1004 Candler Building, Geo. M. KOHN, Manager.

St. Louis Office: Post Dispatch Building, A. D. MCKINNEY, Manager.

Pacific Coast Offices: Examiner Bldg., San Francisco; 802 Title Insurance Bldg., Los Angeles; 326 Post-Intelligencer Bldg., Seattle, Wash., W. R. BARANGER, Manager.

Canadian Office: Lumsden Bldg., Toronto, A. J. DENNE, Manager.

London Office: Craven House, Kingsway, W. S. CRAWFORD, Manager.

Paris Office: 31bis Faubourg Montmartre, JEAN H. FULGERAS, Manager.

Issued every Thursday. Three dollars a year. \$1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar.

Advertising rates: Page, \$100; half page, \$50; quarter page, \$25; one inch, minimum \$7.70. Classified 35 cents a line. Minimum order \$2.75.

JOHN IRVING ROMER, Editor
FREDERICK C. KENDALL, Managing Editor
JOHN ALLEN MURPHY, Associate Editor
ROY DICKINSON, Associate Editor
R. W. PALMER, News Editor

EDITORIAL STAFF:

C. P. Russell Albert E. Haase
Roland Cole C. H. Claudy

Chicago: G. A. Nichols
London: Thomas Russell

NEW YORK, SEPTEMBER 9, 1920

Away with Indefinite- ness in Advertising!

It is pretty generally agreed by sales executives that the salesman has gone stale on the job. Coincidentally, there has arisen a widely expressed demand that advertising shall come to the rescue. That the rescue can be effected thus and lagging sales stimulated there can be no doubt. And right in this fact is where many find ground for the conviction or belief that advertising is in for what almost could be termed a boom.

This certainly is cheering news for those who have merchandise to sell and for all interested in

advertising. But if the thing is going to be done, some fanciful theories that have crept into advertising during the last three or four fat years will have to be eliminated. The presentation must needs be made on a basis of definiteness and earnestness.

It is interesting, indeed, to note how widely different is the advertising done when business is plentiful from that which is utilized when conditions are desperate and when business simply must be had. The one is likely to be of the charlotte russe variety—as one authority so aptly puts it. The other reminds one more of a concern facing stern realities and making a clean-cut plea about which there can be no manner of doubt.

Some people are allowing their enthusiasm to get away with their good judgment when they say that business to-day is on the sink-or-swim basis. Just the same there is nothing to be gained by trying to pretend that selling to retail stores in some lines has not reached a condition of near stagnation which makes it necessary that some strong advertising effort be expended at once.

This is being recognized by certain manufacturers to the extent of causing them to revise their advertising message to the retailer and to the consumer with the idea of talking more directly about the price and quality of their products. One big tailoring concern is very properly passing along this same kind of definiteness to the advertising done by the retailers handling its goods. With every bill of goods ordered now when orders are so sadly needed this company gives a thousand process-color printed folders for the retailer to send out to his trade. The folders are so forceful that they actually have brought in much business. This kind of advertising costs money and would not be thought of in ordinary times. But it enables the concern to sell goods—something it hasn't been doing in any satisfactory volume for some time.

Emergencies can either make a man flustered or cool, forceful and

unerring. Advertising right now seems to be taking the latter course.

Retail Conditions Demand Broad Selling Policy Speaking generally, retailers in all principal lines are overstocked from the point of view of dollars and cents. There are many exceptions, of course, but the statement holds good of trade conditions generally. Goods which are now on the shelves were bought at abnormal price levels, some of which have already begun to recede. Credits must be watched with extreme care.

At the same time it is true that many retailers are actually understocked as regards assortments. To maintain stocks complete in the face of market conditions during the past five years has required more capital than they could muster. Lines have become broken and allowed to remain so perforce. Ranges of style and sizes are incomplete because higher replacement values made it necessary to stop somewhere. Some commodities have disappeared entirely from individual stores. In a word it may be stated that retailers generally own too much stock for safety and too little for a rapid and profitable turnover.

This anomalous condition calls for something above the general average level of salesmanship and deserves careful consideration in framing selling policies. Retailers should be urged to buy in smaller quantities and to buy oftener. Salesmen should be taught to talk merchandising instead of dwelling exclusively on the merits of their own line. They should be able to demonstrate to their customers the importance of prompt clearances, and to show them how lower replacement values and increased turnover may entirely offset losses incurred on paper. In brief, the manufacturer's salesman can well afford for a while to talk more about the retailer's business and less about his own.

This does not mean any sacrifice of self-interest. On the contrary, it is directly in line with

the larger interest of the concern itself and of the individual salesman. For it is seldom possible to get more into a pot that is already full, and helping the retailer to move the goods he already has is the surest way to make room for the goods it is desired to sell. Furthermore, and perhaps more important still, there is no better way to win the lasting good will of the retailer than by showing him how to sell more goods and make more money.

Suffrage and Human Interest in Political Copy

Let us remember in this hour of the Nineteenth Amendment and in preparation of the new voters who will go flouncing and rustling to the ballot box next November, the advertising campaign of Eugene S. Wells. It is of tremendous importance to both great political parties. Mr. Wells was running for school treasurer on the Republican ticket in a part of the country which is often found in the "Solid South" column, and the ladies were voting in his district. He cut loose with a big advertising campaign written in the first person. The copy told in a human-interest way what the job would mean in the way of salary and prestige to a young man of twenty-seven. Mr. Wells is by no means hard to look at, and his picture both in civilian clothes and the uniform he had recently discarded, accompanied the copy.

The summing up of his last advertisement is especially worthy of study. It said: "This position means much to me, personally. It means much to a young fellow like myself. Do you suppose the office means anything to my wealthy opponent, other than what it will do for his bank? This is my last say before election. Missus, Miss and Mister Voter, now it's up to you—do you want me or a bank to be your School Treasurer?"

That is the kind of copy to interest the ladies—the new voters upon whom the national election

may depend—at least it worked like a charm in Mr. Wells' case. Although the Democrats registered 10,246 in the 'primaries' against the Republicans 3,782, his copy campaign put him over the top with 9,107 votes!

The old political catch words will have to be brushed up quite a bit to interest the new voters, and human interest copy may make its appearance in a political campaign.

The Small Concern's Big Opportunity

We hear a great deal about the new enterprises which have sprung up since the beginning of the war, and the fortunes which have been made during the era of scarcity and high prices. And the account quite often ends upon a little plaintive note of regret that the shining opportunities have vanished, and the favorable conditions seem to be rapidly passing away. What chance is there for the small business, we are asked, if this swing toward lower price levels continues, and markets become more sharply competitive?

As a matter of fact, we believe that for the small business that is awake and alive, the chances are better than they have been for a long time past. So far from shedding tears over the plight of the little fellow, we think that the immediate future may well prove his hour of greatest opportunity. It is quite likely that the next few years will witness some striking changes in alignment, and some concerns which to-day are unquestionably acknowledged as leaders in their fields may find that leadership challenged from some quarter which as yet is unexpected.

For during the past five years, as we have already pointed out, attention has been chiefly fixed upon problems of production, and selling problems have largely taken care of themselves. There is nothing so hard to change as a habit of mind. There is nothing harder to restore than lost discipline and a lowered *esprit de corps*. Yet in large concerns the country over, habits of mind have

been fixed in directions contrary to efficient salesmanship, and sales forces themselves have been allowed to relax, if not positively to disintegrate. It will take time to remedy these conditions (in some concerns it will take time even to realize that they exist), and that time marks the live and agile competitor's opportunity.

The small concern to-day which is equipped with a sales force that is on its toes, supported by adequate and accurately directed advertising, may well play David to some overshadowing Goliath. While the big, unwieldy machine is slowly regathering sales momentum, the smaller, more flexible organization can make rapid progress in the trade and in the public mind. The main thing needed is the ability to recognize the opportunity, and to act quickly, planting definite ideas in the public mind while the big concern is still rolling in the doldrums of a perfunctory advertising policy.

Advertising P. O. Clerks Discharged

The recent advertising campaign put on by the post office clerks of Chicago, designed to arouse public sentiment in behalf of a wage increase for clerks, has resulted in the discharge of ten of their number from the service. Postmaster General Burleson in issuing the order for the discharge gave as his reason that the men had been soliciting funds improperly for the propagation of their campaign and that they had made misleading statements calculated to reflect upon the post office service. Pearce Butler, president of the clerks' organization and one of the men removed, has taken a position on the reportorial staff of the *Chicago Evening Post*. He will devote special attention to post office affairs.

Swiss Find Watch Fair Profitable

The directors of the first exhibition of products of the Swiss watch and jewelry industries, which was held in Geneva during the latter part of July, state orders to the amount of about 7,000,000 francs (\$1,400,000) were placed with the exhibiting firms according to American Trade Commissioner H. Lawrence Groves. The number of visitors at the fair was said to be about 25,000.

It has been decided, in view of the results obtained, to make the fair a regular event, the next one to be held in Geneva probably in late July, 1921.

Good Company

YOU know mighty well how your product *stacks up* alongside competition, but do your folders, booklets and other items of direct advertising place you *right* in the mind of the buyer?

Stubbs Offset Method printing welcomes comparison, and, if your product is of the same caliber, is nationally advertised, and you can effectively use color, it will be to our mutual advantage to get acquainted.

THE STUBBS CO.

OFFSET PRINTERS

*Main Office and Works
Detroit*

*Chicago Sales Office
1420 Stuyvesant Bldg*

*Cleveland Sales Office
721 Engineers Bldg*



SALES AND ADVERTISING MANAGER

with multiple of successes to his credit, seeks connection where strenuous campaign is desired; will guarantee results for any work will undertake; no question about experience, driving ability, initiative or capacity; possess record as organizer and leader; good education, poise and personality; know thoroughly, sales, advertising and national territorial conditions commercially, industrially and financially throughout United States and Canada; seek opportunity only, not job; have responsible position; record indicates wide experience, broad gauge and national reputation; age 40. Let's talk matters over confidentially. "E. J.," Box 60, care Printers' Ink.

Los Angeles — The largest city in the West
IN LOS ANGELES

IT IS THE
EVENING HERALD

MEMBER A. B. C.
Government Circulation Statement
April 1, 1920

134,686

**The Home Paper of Southern
California**

REPRESENTATIVES

New York: Chicago:
Lester J. Clarks, G. Logan Payne Co.,
604 Times Bldg. 432 Marquette Bldg

Mail Order ADVERTISING

An advertiser found that his advertisements were falling him. He came to us for counsel. We omitted four words and added three to fill the gap. Records show over 320% increase in business traceable to that revision. It took us years to learn what to do in minutes. Write, phone or call, 230 West 42nd St., N. Y. City. Phone Bryant 5907.

SCOTT & SCOTT

Motion Picture Field to Have Vigilance Committee

President William A. Brady of the National Association of the Motion Picture Industry has appointed a vigilance committee for the protection of the good name of the motion picture art and industry. The committee will work under the direction and jurisdiction of the association's executive committee. Its scope will be broad, and it may, if it deems necessary, investigate stock selling schemes, improper advertising, fake schools for acting and picture writing, and various other sundry evils which have cropped up.

The committee appointed to handle this work is as follows: James R. Quirk, editor *Photoplay Magazine*, chairman; Paul Gulick, retiring president, Associated Motion Picture Advertisers, Inc.; Nathan Vidaver, chairman, Legal Committee of the National Association; Martin J. Quigley, publisher, *Exhibitors' Herald*; Lesly Mason, editor, *Exhibitors' Trade Review*; Fred J. Beecroft, advertising manager, *Motion Picture News*; and George Blaisdell, editor, *Moving Picture World*.

Robel & Bryant Agency Has Cleveland Office

Robel & Bryant, Inc., advertising agency, Chicago, has opened an office in Cleveland, O., under the direction of Frank B. Rae, Jr.

The following new accounts are being handled by this agency:

The P. A. Geier Company, Cleveland, manufacturer of Royal Vacuum Sweepers. Trade papers, newspapers, women's magazines and national magazines will be used.

Ward Love Pump Corporation, Rockford, Ill., manufacturer of "Warlo" orchard and agricultural sprayers and pumps. The bulk of the appropriation is to be placed in agricultural papers.

Julius L. Andrae & Sons Company, Milwaukee, Wis., electrical supply dealers. Newspapers will be used.

W. S. Preston Joins Critchfield Agency

William S. Preston, formerly publicity manager for Marshall Field & Company and later associated with Green, Fulton, Cunningham Co., has been appointed director of production for Critchfield & Company, Chicago advertising agency. His assistant will be Miss E. M. Parent for five years in charge of advertising for the Cornell Wood Products Company and later engaged in agency work in Chicago.

F. H. Pinkerton with Ingersoll

Frederick H. Pinkerton, formerly assistant advertising manager of the International Motor Company, and lately with the Dominion Asbestos & Rubber Corporation, doing sales promotion work, has joined the mail sales department of Robt. H. Ingersoll & Bro., Ingersoll Watches, New York.

Do you know—

That three of the first five stores Woolworth opened were failures?

That Wrigley's fortune was swept away three times, that his factories burned down twice?

That Willys took hold of the Overland Company in the panic of 1907?

That Frick was a clerk in a flour mill when he started building a one hundred and twenty-five million dollar fortune?

That Armour and Company make their sales force see the value of advertising from the merchants' standpoint, and that they consider knowledge of the big things that count in merchandising more important than a mere talk on the product? That they expect the salesman to hold himself responsible for what the retailers in his territory know about advertising?

Do you know why there are buttons on the sleeves of a man's coat?

That men's shirts used to cost \$250 apiece?

That the Wallace Company manufactured more than five million dozen spoons before they ever put their name or trade-mark on a single spoon?

That a tame Mandarin duck will sink to the bottom unless his feathers are oiled?

Do you know what linoleum is made of or what selling problems have been conquered in its merchandising, or that real Indians make "phony" scalps to sell the white man?

The facts above and scores more can be found in only seven of the 27 feature stories in September PRINTERS' INK MONTHLY.

Are you interested in letters, courage, art, merchandising growth, the unusual in business? In lettering, color, the sales value of a good design, training salesmen, or do you want them all and more besides?

The September issue of PRINTERS' INK MONTHLY is sure to hit you right.

Don't miss this issue, it might be an expensive oversight.

Printers' Ink Monthly

Advertising forms for October will be closed September 20

Up Again!

With print paper still soaring you are losing money unless your advertising copy is *advantageously placed* in the present stuffy book or crowded page.

Millions of dollars yearly are lost to the National advertisers of this country because of poor placement. Whatever your proportion of loss, let us help you save it.

Beginning with the November Number Extension Magazine will inaugurate a radical departure in displaying your ad from the old methods now employed by all magazines.

Attention.

Every inch of space used in our magazine will obtain for you a tremendous increase in attention from our readers because of an efficient plan we have devised to center their fire on your ad.

If you would take advantage of the newest and best way to place your ad before millions of readers—if you would like “extra preferred position” at the price of “ordinary,” instead of being buried—write us today for particulars.

EXTENSION MAGAZINE

F. W. HARVEY, JR., Manager

180 North Wabash Avenue, Chicago, Ill.

SEPTEMBER MAGAZINES

VOLUME OF ADVERTISING IN MONTHLY MAGAZINES

(Exclusive of publishers' own
advertising)

Standard Size

	Pages	Lines
Review of Reviews	152	34,048
World's Work	142	31,991
Harper's Magazine	115	25,760
Scribner's	114	25,617
Atlantic Monthly	107	24,072
Century	84	18,956
Munsey's	42	9,480
St. Nicholas	32	7,252
*Current Opinion	23	5,259
Wide World	19	4,296
Bookman	11	2,524

*Reverted to standard size.

Flat Size

	Columns	Lines
American Magazine	448	64,124
Red Book	271	38,856
Cosmopolitan	259	37,163
Sunset	176	25,254
McClure's	145	24,808
Metropolitan	138	23,547
American Boy	114	22,954
Physical Culture	159	22,758
Photoplay	149	21,416
Hearst's	107	18,343
Motion Picture Magazine	126	18,039
Boys' Life	86	14,724
Success	101	14,495
Everybody's	96	13,734
Boys' Magazine	35	6,020

WOMEN'S MAGAZINES

(Exclusive of publishers' own
advertising)

	Columns	Lines
Vogue (2 issues)	849	130,767
Ladies' Home Journal ...	527	105,585
Harper's Bazar	362	60,890
Good Housekeeping	420	60,082
Woman's Home Companion ..	296	59,200
Pictorial Review	294	58,888
Delicador	223	44,718
Designer	164	32,826
Fashion Art	192	32,385
Holland's	155	29,365
McCall's	133	26,646
Modern Priscilla	131	22,340
People's Home Journal ..	109	21,930
Woman's World	106	18,149
Fashionable Dress	62	11,142
People's Popular Monthly ..	58	11,095

More business executives have been developed since 1915 than in any two decades of our history.

New conditions of life have been opened up to these men. They are shouldering greater responsibilities in connection with bigger business. The doors of their minds have been opened to bigger thoughts.

In most cases these executives are young men, alert and energetic, and to continue a successful career they must keep abreast of the times.

CURRENT OPINION appeals especially to this type of mind. Our circulation department is constantly reaching scores of these new executives and the paid-in-advance subscriptions from this class represent a high percentage of the big increases now being made in the quality circulation of **CURRENT OPINION**.

You should be presenting your story to these young executives through the advertising pages of **CURRENT OPINION**. They represent the cream of the purchasing power of today.

CURRENT OPINION

48-50 West 47th St., New York, N. Y.

Chicago Office, Peoples Gas Building

In New Haven

Connecticut's largest city, the

Register

TOPS
all newspapers
in its field

The EVENING REGISTER'S circulation is nearly as large as that of any TWO other New Haven papers COMBINED.

The CITY CIRCULATION (alone) of the Evening Register is larger than the ENTIRE circulation of any other New Haven paper.

91% of the Register's circulation is within 10 miles of New Haven City Hall.

The SUNDAY Register's circulation is four to five times larger than any other New Haven Sunday paper.

At the TOP
in
Circulation,
Advertising,
Equipment.

New Haven Register

The Julius Mathews Special Agency
Boston—New York—Chicago

	Columns	Lines
Mother's Magazine	65	11,050
Needlecraft	57	10,773
*Today's Housewife	49	9,966
Green Book	53	7,620
*Aug.-Sept. issue.		

MONTHLY MAGAZINES CARRY- ING GENERAL AND CLASS ADVERTISING

	Columns	Lines
Motor	518	87,024
Motor Life	448	70,784
System	404	58,013
Vanity Fair	306	48,432
Country Life	271	45,538
Popular Mechanics	189	42,448
House & Garden	218	34,034
Arts & Decoration	182	30,666
Popular Science Monthly. .	174	26,499
Science & Invention	154	22,670
House Beautiful	136	20,905
Theatre	104	17,590
Field & Stream	115	16,550
National Sportsman	93	13,385
Asia	75	10,394
Outdoor Life	70	10,124
Forest & Stream	69	9,867
Extension Magazine	58	9,860
Illustrated World	43	9,684
Outers' Recreation	65	9,428
Association Men	62	8,680
Rotarian	49	7,208
Outing	53	7,660
*International Studio	45	6,370
*August issue.		

VOLUME OF ADVERTISING IN CANADIAN MAGAZINES

	Columns	Lines
MacLean's (2 Aug.).....	241	43,295
Canadian Home Journal..	149	29,915
Everywoman's World	132	26,428
Western Home Mo. (Aug.)	119	22,285
Canadian Magazine	67	15,176
Canadian Courier (2 Aug.)	82	14,950
La Canadienne	65	13,100

VOLUME OF ADVERTISING IN AUGUST WEEKLIES

August 1-7

	Columns	Lines
Saturday Evening Post	444	75,642
Literary Digest	241	36,712
Town & Country	160	26,969
Collier's	91	15,552
Forbes'	52	8,889
Life	62	8,761
Scientific American	46	7,915
Leslie's	45	7,681

When Consumers Are Salesmen

Why are PHYSICAL CULTURE'S readers the greatest bunch of boosters in the world?

Ask anyone who reads and knows the magazine.

You tell them, readers.

"Because P. C. readers are enthusiasts, fans, natural boosters. Health is their religion. They overflow. And so they pass on everything good, whether found in editorial or advertising pages."

There is something gripping about the PHYSICAL CULTURE appeal. It gets under the skin. That is why P. C. Readers are not merely consumers, but consumer-salesmen. Read the magazine, and you'll know why.

PHYSICAL CULTURE

"The Magazine That Makes Good on Keyed Advertising"

119 West Fortieth Street,

New York City

O. J. ELDER, Business Manager

Sam. M. White, Advertising Manager

Western Representative

CHARLES H. SHATTUCK

770 Peoples Gas Bldg., Chicago, Ill.

New England Representative

METZ B. HAYES

Little Building, Boston, Mass.

	Columns	Lines
Outlook	37	5,456
Christian Herald	24	4,050
Churchman	23	3,306
Independent	22	3,184
Judge	18	2,523
Youth's Companion	10	2,180
American Legion	11	1,583
Nation	8	1,175

August 8-14

	Columns	Lines
Saturday Evening Post	459	78,177
Literary Digest	209	31,919
Town & Country	112	18,852
Collier's	65	11,036
Life	56	7,923
Christian Herald	41	7,056
Scientific American	39	6,635
Outlook	33	4,864
Leslie's	28	4,767
Youth's Companion	15	3,190
American Legion	22	3,152
Independent	19	2,849
Churchman	12	1,819
Nation	7	1,078
Judge	7	1,048

August 15-21

	Columns	Lines
Saturday Evening Post	432	73,502
Literary Digest	235	35,855
Town & Country	93	15,755
Collier's	79	13,568
Forbes'	60	10,252
Leslie's	47	8,100
Scientific American	40	6,806
Life	37	5,315
Christian Herald	26	4,555
Youth's Companion	20	4,120
Outlook	25	3,705
Independent	14	2,085
American Legion	12	1,941
Churchman	11	1,627
Nation	8	1,185
Judge	8	1,150

August 22-28

	Columns	Lines
Saturday Evening Post	456	77,661
Literary Digest	197	30,094
Collier's	88	14,996
Leslie's	34	5,787
Outlook	36	5,390
Scientific American	31	5,338
Life	35	5,005
Christian Herald	21	3,697
Youth's Companion	16	3,321
Independent	20	2,918
Churchman	15	2,133
Judge	11	1,670
American Legion	11	1,584
Nation	9	1,310

Totals for August

	Columns	Lines
Saturday Evening Post	1,794	304,982
Literary Digest	885	134,580
Town & Country	366	61,576
Collier's	324	55,152
Life	192	27,004
Scientific American	157	26,694
Leslie's	154	26,335
Outlook	132	19,415
Christian Herald	113	19,358
Forbes'	112	19,141
Youth's Companion	64	12,811
Independent	77	11,036
Churchman	63	8,885
American Legion	57	8,260
Judge	45	6,391
Nation	33	4,748

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

	Columns	Lines
1. Ladies' Home Journal	527	105,585
2. Motor	518	87,024
3. Motor Life	448	70,784
4. American Magazine	448	64,124
5. Harper's Bazar	362	60,890
6. Good Housekeeping	420	60,082
7. Woman's Home Comp.	296	59,200
8. Pictorial Review	294	58,888
9. System	404	58,013
10. Vanity Fair	306	48,432
11. Country Life	271	45,538
12. Delineator	223	44,718
13. Pop. Mechanics (Pg.)	189	42,448
14. Red Book	271	38,856
15. Cosmopolitan	259	37,163
16. Rev. of Reviews (Pg.)	152	34,048
17. House & Garden	218	34,034
18. Designer	164	32,826
19. Fashion Art	192	32,385
20. World's Work (pages)	142	31,991
21. Arts & Decoration	182	30,666
22. Canadian Home Journal	149	29,915
23. Holland's	155	29,365
24. McCall's	133	26,646
25. Popular Science	174	26,499

Challis Gore with Albert Frank Agency

Challis Gore, who for the last five years has been with *Scribner's Magazine*, New York, has resigned as manager of the financial department of that publication, and has joined Albert Frank & Company, New York. Before joining *Scribner's Magazine* Mr. Gore had been circulation manager of the *Philadelphia Public Ledger*.



You Cannot Start Too Soon

A habit once formed is hard to break.

Don't expect to revolutionize the public's opinions or its buying habits by a burst of advertising.

The way to bring about a change is by consistent advertising over a period of years.

The time to make the start is before opinions and habits have been definitely formed—in the younger years of a man's life.

A boy is more eager to learn, and has more time to learn then, than he ever will have again. The favorable impressions you make upon him then will never need to be undone later on.

Through **BOYS' LIFE**, the Boy Scouts' Magazine, you can reach thousands of boys of the highest type—mentally, morally and physically—who are in their formative years.

Start now to give them distinct and favorable impressions of you through this, their own publication.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

BOY SCOUTS OF AMERICA, Publishers

Member A. B. C.

200 FIFTH AVENUE
NEW YORK

203 SO. DEARBORN ST.
CHICAGO

"PRINTERS' INK'S" FOUR-YEAR RECORD OF SEPTEMBER ADVERTISING

GENERAL MAGAZINES

	1920	1919	1918	1917	Total
American	64,124	45,749	25,807	24,028	159,708
Cosmopolitan	37,163	32,306	21,186	25,494	116,149
Review of Reviews	34,048	30,903	18,864	24,310	108,125
Red Book	†38,856	†32,428	†17,371	11,067	99,722
World's Work	31,991	26,509	17,076	21,487	97,063
Harper's Magazine	25,760	24,696	18,067	18,104	86,627
McClure's	24,808	23,755	10,965	19,093	78,621
Metropolitan	23,547	23,180	12,400	16,654	75,781
Scribner's	25,617	21,947	12,381	12,762	72,707
Atlantic Monthly	24,072	22,407	12,260	11,356	70,095
Sunset	25,254	19,195	13,477	11,334	69,260
Hearst's	18,343	16,845	13,724	15,056	63,968
Physical Culture	†22,758	†21,131	†11,199	8,589	63,677
American Boy	22,954	20,765	10,338	9,189	63,246
Century	18,956	17,362	8,946	11,601	56,865
Motion Picture Magazine	†18,039	†16,053	†11,259	5,092	50,443
Photoplay	†21,416	†16,054	†8,524	3,617	49,611
Everybody's	†13,734	†12,040	†6,424	11,067	43,265
Boys' Life	14,724	9,456	7,149	6,287	37,616
St. Nicholas	7,252	8,344	6,435	7,800	29,831
Munsey's	9,480	6,746	5,310	4,209	25,745
Boys' Magazine	6,020	7,580	3,428	4,942	21,970
Current Opinion	*5,259	3,005	2,166	4,140	14,570

534,175 458,456 274,774 287,278 1,554,683
 †Changed from standard to flat size. *Reverted to standard size.

WOMEN'S MAGAZINES

Vogue (2 issues)	130,767	125,820	88,683	93,839	439,109
Ladies' Home Journal	105,585	88,770	45,909	37,954	278,218
Harper's Bazar	60,890	55,138	36,319	37,760	190,107
Good Housekeeping	60,082	58,963	29,473	32,218	180,736
Woman's Home Companion	59,200	43,005	25,000	17,705	144,910
Pictorial Review	58,888	39,835	25,063	18,861	142,647
Delineator	44,718	32,150	20,170	13,744	110,782
*Designer & Woman's Mag.	32,826	24,019	15,205	11,826	83,876
*McCall's Magazine	†26,646	†18,853	†15,072	10,580	71,151
People's Home Journal	21,930	18,828	11,723	10,400	62,881
Modern Priscilla	22,340	15,692	13,894	8,474	60,400
*Mother's Mag. & Home Life ..	†11,050	19,567	6,546	8,661	35,824
Needlecraft Magazine	10,773	7,938	4,835	6,217	29,763

645,695 538,578 337,892 308,239 1,830,404
 †New page size. *The two magazines now combined.

CLASS MAGAZINES

System	58,013	68,159	49,043	58,006	233,221
Vanity Fair	48,432	41,949	28,472	35,567	154,420
Popular Mechanics	42,448	37,632	25,422	29,443	134,945
Country Life	45,538	34,814	22,154	29,379	131,885
Popular Science Monthly	*26,499	*22,845	16,932	22,092	88,368
House and Garden	34,034	24,176	10,232	18,376	86,818
Field and Stream	16,550	17,160	10,856	14,151	58,717
House Beautiful	20,905	15,815	7,027	14,608	58,355
Theatre	17,590	16,598	9,854	12,506	56,548
National Sportsman	*13,385	*15,015	7,511	10,386	46,297
Outing	*7,660	*10,174	*6,587	6,116	30,537
†International Studio	4,458	5,426	4,019	†13,903

331,054 308,795 199,516 254,649 1,094,014
 *Changed from standard to flat size. †September issue delayed. ‡Three-year total.

WEEKLIES (4 AUGUST ISSUES)

Saturday Evening Post	304,982	*320,725	*147,204	113,269	886,180
Literary Digest	134,580	*137,006	*87,089	73,590	432,265
Collier's	*55,152	*54,703	*45,329	57,968	213,152
Town & Country	†61,576	†48,354	†34,560	†44,332	188,822
Leslie's	26,335	*44,354	*32,647	*34,299	137,635
Scientific American	†26,694	*33,684	*31,023	23,274	114,675
Life	27,004	23,245	*14,923	*21,012	86,184
Outlook	19,415	20,016	15,654	*23,120	78,205
Christian Herald	19,358	*25,071	12,745	*12,917	70,091

†Smaller page size. 675,096 707,158 421,174 403,781 2,207,209
 ‡3 issues. *5 issues.

GRAND TOTALS 2,186,020 2,012,987 1,233,356 1,253,947 6,686,310

The Best Informed Man Obtains Results Most Easily

For the salesman of
advertising space or
products

THE STANDARD ADVERTISING REGISTER

is a mine of valuable information

The Cost
compared to the service afforded
is Inconsequential

Let us demonstrate

NATIONAL REGISTER PUBLISHING CO.

R. W. FERREL, Manager

1901 TIMES BUILDING

NEW YORK CITY

The Little Schoolmaster's Classroom

SOME months ago the Schoolmaster and his wife were moved by an appeal for funds for a relief project, the appeal having been printed in the advertising columns of the New York newspapers. They sent a modest check, which was promptly and gratefully acknowledged, whereupon they forgot about it, never mentioning the matter to their left hands.

The other day the postman brought an envelope bearing the corner card of this relief organization. "That's the worst of subscribing to these funds," said the Schoolmaster to his wife as he tore open the envelope, "you get on a begging list for life."

What was his surprise on unfolding the letter, to find no appeal for funds, but a nice letter, commendably brief, reading:

"Dear Mr. & Mrs. Schoolmaster:

"I wish you could read some of the reports that are coming into our office from overseas and moreover had participated in our annual conference of state workers and national leaders at Ocean Grove, where you would have heard from some of our returned personnel the life-saving message made possible through the united efforts of the American people.

"Our 229 orphanages housing 54,600 orphans and aiding over 56,039 others; our 63 hospitals and 128 clinics, our 11 homes sheltering and protecting girls, rescued from Moslem harems, bear eloquent tribute to the work that you have done.

"In behalf of the national committee I want to thank you for the life-saving and perhaps nation-saving work in which you have had a large share."

The letter was signed by the general secretary. The Schoolmaster realizes that this is just a form letter, and that it means that later on he will be approached

for another contribution. But, nevertheless, it made an excellent impression.

It is brought to the attention of the Class as an example of the fact that even a charity can be conducted on a modern business basis, building good will for itself as it goes, and winning admiration by the human way it is advertised (for the ad was a very human one) and the business-like way it is administered. Any member of the Class who ever has anything to do with a fund-raising campaign can profit by the example of this organization.

* * *

Anent the articles upon airplane travel which have appeared in PRINTERS' INK, the Schoolmaster was interested in running across the following newspaper item:

PASSENGERS BY AIR

(Special to The Eagle.)

London, Aug. 24.—Carrying passengers by air is now so well established as a business that London newspapers carry numerous ads of competing companies under a classification "Aerial Transport." The following were clipped from the London Times of today:

AIRCO EXPRESS. To PARIS DAILY in 34 hours; two services daily from Croydon, 8:30 a.m. and 4:30 p.m.; motorcar connections for passengers. Express collections and deliveries Mails and parcels. Daily service also to AMSTERDAM.—Aircraft Transport and Travel, Ltd., 27 Pall-mall, S.W.1.

POSTSTONE AIR LINE.—The famous Vickers-Vimy Pullman Saloon Aeroplanes now regularly on London-Paris Service, leaving London every Monday and Thursday at noon. Apply for booklet, 25 Billiter st. E.C.3, or usual booking agents.

AERIAL TRAVEL BUREAU, CRITERION CORNER, PICCADILLY-CIRCUS, W.1.
Paris single, £10 10s., return £15 15s.
AMSTERDAM, twice daily, £15 15s.
BRUSSELS, three times weekly, £10 10s.
TAXIPLANES (two passengers), any journey, per mile 2s. 6d.

TO PARIS, BRUSSELS, AMSTERDAM.—HARLEY PAGE AIR SERVICE. Mails, passengers, freight. Special Joy-rides from Cricklewood, August Bank Holiday, 80s. each. Hampton Court, Harrow, etc. Hampstead 7800, and usual agents.

When a new form of transportation gets to the classified advertising stage it begins to look significant.

* * *

The idiosyncrasies of advertising copy writers was brought to the attention of the Schoolmaster

Your Name in Raised Letters of Light

AN Oplex Electric Sign will put your name on the street in raised letters of light—snow-white, raised letters, almost as attractive by day as when the lights are on, at night solid letters of light standing out of the darkness. Among the other points in which Oplex Signs excell are greatest reading distance, lowest upkeep cost, most artistic designs, and the fact that any trade-mark can be perfectly reproduced in the raised Oplex Characters.

Let us send you a sketch showing how *your* Oplex Sign will look.

**The
Flexlume Sign Co.**
1439-46 Niagara Street
Buffalo, N. Y.

Pacific Coast Distributors
Electrical Products Corp.
Los Angeles, Cal.

Canadian Factory
The Flexlume Sign Co., Ltd.
Toronto, Ont.



I Solicit Advertising

I wish to add one or two A-One journals—trade, class, or technical—to my list. Only best ones. I might give full time to one publication if scope or inducement prove satisfactory. A-One references.

H. 160

553 Peoples Gas Bldg., Chicago, Ill.

More Than 6,500 Dealers

in cigars and tobacco in the Philadelphia territory subscribe to the

RETAIL ~~and~~ LEDGER

Twice a Month; Sub. \$1.00 a Year

ALBERT R BOURGES

CONSULTING PHOTO ENGRAVER

PLATIRON BUILDING NEW YORK CITY

DAY
GRAMERCY
325



NIGHT
AUDUBON
2960-3230

*A Personal and Emergency Service
limited to non-competitive clients*

ADDRESSOGRAPH EQUIPMENT

A complete system of model "C" addressograph equipment for sale by a large publishing house. The equipment consists of graphotypes, card and envelope addressing machines, one large wrapper cutter and printer and a large quantity of metal stencil trays and oak cabinets. These machines are in serviceable condition and can be purchased at a very reasonable price.

Address "P. I. D.," Box 57, P. I.

not long ago when a man, who is well acquainted with many of them, gave away state secrets of the profession.

One copy man, a very brilliant fellow, does his best work while on a train. He seems to be able to write better material in a Pullman than anywhere else. He will pay a visit to a factory and, on the way home, dash off really inspired material for the coming campaign.

Another equally well-known advertising writer does his really inspired composition to and from work, on a suburban train. He has half an hour only in which to work, with all the attendant commuter bustle and hustle, but he fairly revels in rounding off sentences under this astounding pressure.

A man who has written consistently well for a great many years and who is identified with some conspicuously successful campaigns writes all of his copy after everyone else has left for home, and nobody remains behind in the agency offices but the janitor and the scrub-boy. Something in the darkness and the solitude and the memory of the day's conflict appears to fire his imagination.

Copy you have often read and secretly admired is the output of a chap who does all of his writing, not at his agency office, but at home, in a strange little attic room he has fitted up, much to the disgust of his wife, who does not feel that cobwebs and dust and stuffy air are at all essential to fine writing. This man has a certain desk, a certain colored paper, a certain brand of very soft pencil, and a certain old slouch hat. The latter he has kept for this one purpose for years. He admits that his moods are a part

Advertising Electros

Ask for Prices
General Plate Co.
1070 N. State St. Ind.
Marquette Bldg. Chicago

FOR SALE!

Trade Journal (monthly) of high reputation. Established over fifty years and paying. Published in New York City. Terms reasonable. Larger interests demand owner's full time elsewhere. Address:

A. M., Box 54, care Printers' Ink.

admixture of superstition and habit.

And still another clever writer—a genius, he is called—is absolutely helpless without his time-honored stub pen. He always smokes a pipe when he creates his copy, and the locale of his inspiration is a certain restaurant table, in between meals.

We would like to give the name of one well-known advertising manager, who writes much of his own copy, and who does it, piecemeal, on little slips of paper not much larger than half a dollar bill. He claims some of his cleverest work is thus jotted down while on New York's packed surface cars. How is that for mental concentration?

* * *

It is difficult enough to give the atmosphere of a personal message to a form letter—but to get it into a printed postcard might be considered next to impossible.

The Millis Shop, on Fifth Avenue, New York, recently sent out to its mailing list a postcard that did the trick. On this postcard was reproduced a message, the original of which was written in feminine long hand. It was printed in blue ink which was an imitation of the fountain-pen variety. This idea is not a new one—but it has not been used so generally that it is not a novelty to the average layman.

Mr. Manufacturer-Sales Mgr. or Advertising Mgr.

I have had six years' experience in Advertising, Sales and General Management, Space-Buying and Production Work. I now want to devote my time and study to one line. At present employed. Salary commensurate with qualifications. Box "T. M.," Box 61, care PRINTERS' INK.

Personalized Letters

*Latest and Most Effective
Form of Direct Advertising*

GEORGE SETON THOMPSON CO.

608 So. Dearborn St., Chicago

AMERICAN CUTLER

*Official Organ of American Cutlery Mfrs.,
6,500 copies monthly, reaching hardware
dealers and jobbers. Sample on request.*

15 Park Row New York

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 mos. \$1; 1 year \$2.
POSTAGE 18 East 18th St., New York City

Population 66,138 Trading Centre for 100,000

Brockton, Massachusetts. The Great Shoe City filled with workers and winners. Earning millions in wages. Paper established 1880

Brockton Daily Enterprise

Printing 19,000 Daily

Flat Commercial rates 6½ cts. per line, 91 cts. per inch

Afternoon Paper, Sells for 2 cents

Averages nearly 2 pages of want advertisements



"GIBBONS Knows CANADA"

TORONTO

MONTREAL

WINNIPEG



There are 100,000

Farm Bureau Members in Iowa, and our Iowa circulation exceeds 80,000. Any significance? And our total circulation exceeds 150,000—all just as good.

**CORN BELT FARMER
DES MOINES, IOWA**

P. S.—Include December in your fall list.

A Printing and Production Expert Available

A man thoroughly experienced in all phases of printing, engraving, paper and production work, now superintendent of a large printing concern, has desirable experience to offer a large advertiser or agency as printing buyer and production man. Minimum salary \$7500. Can show reduced costs and increased results from your present expenditures the first year. Address H. F. R., 833 Peoples Gas Bldg., Chicago, Ill.

Market News

A Monthly Trade Paper

FEATURING 5¢ to 15¢ MERCHANDISE

What have you to market that can be retailed from 5¢ to \$5.00?

Glad to work with you on merchandising and advertising possibilities. We reach only well-rated merchants.

458 BROADWAY, NEW YORK CITY

GOOD PRINTING—CHEAP

A Few Money-Saving Prices

1000 4-page Folders, 3¼ x 6¼ in. \$10.00

Each additional thousand 3.50

1000 4-page Folders, 4x9 in. 12.50

Each additional thousand 4.50

1000 4-page Folders, 6x9 in. 16.00

Each additional thousand 6.00

FREE—our large package of samples

ERNEST A. FANTUS CO., Printers

525 So. Dearborn St., Chicago

It was the copy itself, however, printed in imitation of handwriting, that got over the personal message. The postal read:

MY DEAR:

Here's a bit of confidential news for you.

I heard that the Millis Shop at 450 Fifth avenue is going out of business, and their selection of frocks and wraps will be sacrificed at less than half their regular prices.

Meet me there to-morrow, for "The Early Bird Catches the Worm."

Sincerely,

ANNA.

The Schoolmaster's wife received one of these postals and when he came home one evening she showed it to him. "I haven't any idea which Anna sent me this," she said, "but I think I will drop in at the Millis Shop anyhow and find out what this postal is all about."

J. J. Hartman with Sherman & Bryan

J. J. Hartman, recently with Ruthrauff & Ryan, has joined the Sherman & Bryan advertising agency, New York. Mr. Hartman was at one time with the Charles William Stores and the American Druggists Syndicate.

H. Lubet, Advertising Manager, Bloomingdale Bros.

H. Lubet, recently advertising manager of the J. S. Bailey Company, Brooklyn, has been made advertising manager of Bloomingdale Bros., New York.

RAPID ELECTROTYPE CO. OF CANADA, LIMITED

CHARLES J. HIRT, Managing Director

ELECTROTYPES, STEREOTYPES and MATRICES

Save Duty, Time and Expense

Head Office: 185 RICHMOND ST. WEST - TORONTO, ONT.

Plants at: MONTREAL, TORONTO, LONDON, WINDSOR

CANADIAN ADVERTISING

CALL IN

SMITH, DENNE & MOORE

TORONTO

LIMITED

MONTREAL

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Classified Advertisements

First Forms Close Friday Noon; Final Closing Monday Morning

HELP WANTED

WANTED—COMMERCIAL ARTIST FOR ADVERTISING WORK. Submit samples and give full particulars in first letter. Tacoma Engraving Co., Tacoma, Wash.

COPY WRITER WITH EXPERIENCE IN AUSTRALASIA WANTED BY AGENCY. Give full particulars and salary required. Box 768, care of Printers' Ink.

SOLICITOR WANTED
A resourceful "self starter" is needed by a leading class magazine. Adequate salary to start; unusual prospects for future. Box 791, Printers' Ink.

CIRCULATION MAN WANTED FOR CLASS PUBLICATION. Excellent opportunity for man who can get results. Transportation World, 18 East 41st Street, New York.

Circulation Manager

Unusual opportunity for capable promoter of circulation. Box 825, care of Printers' Ink.

Advertising Solicitors wanted by a leading established oil trade publication, in important cities; part or full time. Good proposition; commission basis. Leads furnished and close co-operation given. Write fully, stating experience. Box 802 Printers' Ink.

PUBLICITY MANAGER

A live and rapidly growing engineering and sales organization requires experienced all-round man for publicity department. Mechanical engineering knowledge desirable. Must have ability to lay out and write forceful copy, prepare bulletins and circulars from material available. Now advertising in twenty engineering publications. Excellent opportunity to become executive of department with bright future. State age, qualifications and salary desired. Box 785, P. I.

We wish to put a client in touch with a man who can handle the details of layout, composition, specification, engraving, and purchasing of advertising printing, and the set-up and plate-work for magazine and newspaper advertising. The Company produces some of the finest work in its field, and a sound man, with a real conception of fine typography and printing, and ability to secure it without stultiness, is desired. A young man with a good basic technical knowledge, and the capacity for development and getting things done, might fit in. A good organization to be connected with, where intelligent and full co-operation is assured. Agency production experience desirable. Location, New York City. Mention the salary you are now receiving, or that for which you will change.

H. E. Loran Advertising Agency,
440 Fourth Avenue, New York.

Artists—First-class Creative Man on Advertising Designs, Booklet Covers, etc. Also high-grade Mechanical Retoucher on Catalogue Work. Submit samples. Advise salary. Bickford Engraving Co., Providence, R. I.

Advertising agency in Times Square district has opening for woman capable taking charge clerical staff. Exceptional opportunity; advancement. Start \$35. Give full particulars. Application will be held confidential. Box 803, Printers' Ink.

Advertisement writer wanted by progressive New England Department Store. Salary \$60 to \$75 per week. Submit a few specimens of work and give information as to positions held which will be considered confidential pending interview. Box 800, P. I.

A progressive, recently organized Advertising Agency offers wonderful opportunity to some ambitious young man with limited capital and one or more national accounts of medium size, straight commission basis to start with a view to eventually including such party as a member of the firm. Box 780, Printers' Ink.

Wanted—Circulation Manager to act as Assistant Circulation Manager on three large publications, morning, evening and farm paper. Combined circulation of over 200,000. Must have full knowledge of Country circulation, capable of handling men, mail-order promotion and office management. Wanted executive with original ideas who knows how to use them. Give age, past records, complete list of references of present and past employers. State whether married or single and salary expected. Address Box 771, care of Printers' Ink.

THE DALLAS MORNING NEWS

THE DALLAS (EVE.) JOURNAL

THE DALLAS SEMI-WEEKLY FARM NEWS

THE GALVESTON DAILY NEWS

THE GALVESTON SEMI-WEEKLY FARM NEWS

THE LEADERS OF TEXAS

Young newspaper men, preferably those reared in Texas or nearby territory, who desire to connect themselves with a first-class institution should write us—provided they have capacity, dependability, the right kind of record, and provided they are looking for a permanent connection with a concern of the first class. Otherwise, they would be wasting time in writing. We don't want drifters or "fly-by-nights." If you are of the right sort, send for an application blank and get in line. We are a going and a growing concern and have occasional openings for young fellows of the right calibre. Address A. H. Belo & Company, Publishers (Department D), Dallas, Tex.

Assistant wanted by Advertising Manager of a New York Electrical Manufacturer. Initial salary small. Give experience and minimum salary acceptable. Box 830, Printers' Ink.

An established New York City Advertising Agency is interested in opening a branch office in some progressive city. An unusual opportunity is offered the man who controls active accounts of sound financial standing. Only one with character, ability and a following will be considered. Give all necessary information in first letter. Confidential. Box 778, P. I.

ADVERTISING SOLICITOR with several years' experience on a first-class New England suburban city paper, to broaden out with a National publication in a Special field. Permanent connection, only, considered; when leads will be furnished and follow-up assistance given. State essential particulars, once, with assurance of strictest confidence. Address Box 829, Printers' Ink.

Wanted—Circulation Mgr.

A well-established, rapidly growing, nationally circulated farm paper, A. B. C., headquarters in big city, Central West, desires man capable handling department; preferably one having experience in Subscription Contest work. Advancement and permanent position for right man. Please make letter complete, giving age, experience, salary desired to start, etc. Box 784, Printers' Ink.

Wanted—A man with pep, sense and perseverance to increase country circulation on the leading paper in its locality. Paper now leads in city circulation, and right man can make it lead in country circulation. It is an afternoon paper. We don't want an office desk man. We want a man who will work out in the territory where the subscribers are to be secured. Fine position for the right man. Paper leads its competitors in advertising and city circulation. We seek a man who can make our suburban circulation relatively as great as our city circulation. Address Raynesford, Box 822, Printers' Ink.

FACTORY MANAGER

A position is open for an executive to take full control of a factory manufacturing advertised foods, and employing about 200 people. Factory situated in Pittsburgh district.

Please tell us your age—executive experience for the past ten years—salary expected and all about yourself in first letter. Box 779, Printers' Ink.

WANTED—A young man with ability, tact, and initiative to assist a Special Representative to develop business. Excellent future for the right man. Selling experience and acquaintance among the advertising agencies desired. Box 798, Printers' Ink.

Advertising and Editorial Assistant—There is a good opening with a large house in Detroit for a comparatively young man with advertising experience, particularly on house organs. Must write accurately and entertainingly, and must have had layout and typographical training. Write at once, giving full particulars; also state salary expected. Box 775, Printers' Ink.

YOUNG MEN WANTED TO SELL ADVERTISING SPACE IN DAILY NEWSPAPERS

The young men we are looking for have a good education, probably are university or college graduates. They have perhaps no advertising experience, but possess the qualifications that make for salesmanship—clear thinking, courage, ambition, integrity, good appearance, personality, willingness to work hard—and a genuine desire to learn and become real salesmen.

Write fully, giving age, nationality, education, what selling or business experience you have had, if any, whether living with parents, and why you think you are qualified to follow the line of work designated. Address G. R. K., Box 807, Printers' Ink.

Real Salesman Wanted

Manufacturer of nationally advertised, high-grade product has opening for a man of wide merchandising experience. Applicant must be able to show worth-while record in sales and advertising work and back it up with gilt-edged references as to personal integrity.

For such a man there is a place in a sales organization that has accomplished much in the past, with bigger things still in the offing.

Application should contain full information. It will be held in strictest confidence. Address Box 788, Printers' Ink.

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Advertising Manager wanted by successful machinery manufacturer of highly specialized product. Must be experienced in compiling catalogs, supervising retouching photographs and printed bulletins. Must be creative and willing to apply himself. Such a man is offered a most excellent opportunity. State experience and salary. Box 809, P. I.

A REAL OPPORTUNITY

We want a big man on our soliciting staff; one who can handle the largest national accounts as an executive. An exceptional service to back up his solicitation and accounts. This is a real opportunity for a live, progressive advertising salesman. Apply in person or with details to GEO. S. DYER, Brown Advertising Agency, 110 West 40th Street, N. Y. C.

MISCELLANEOUS

IN THE MARKET FOR MIEHLE NO. 3 OR LARGER SIZE PRESSES. BOX 782, PRINTERS' INK.

Industrial and Technical copy layout and photographic service. Can handle large or small accounts. Catalogues and booklets. Free Lance, Box 769, care of Printers' Ink.

ARTIST

Easel room available for a free lance artist. Some work guaranteed. Apply Room 208, 229 West 42d Street, New York.

PUBLISHERS' OPPORTUNITY

Printing plant, 45 minutes from City Hall; every facility for issuing publications; has opening for 2 or 3 monthlies. Address W., Box 774, P. I.

Printing Plants and Businesses

Bought and Sold
Printers' Outfitters
CONNOR, FENDLER & CO.
New York City

If you are an expert printer and can command any work, can give you a pointer where you can get the use of a good printing plant at reasonable rate. Call, write or phone to News-Letter, Tel. 101, Hasbrouck Heights, N. J.

SALESMAN

SELL AN IDEA AS A SIDE LINE

If you are a high-class salesman and can sell a merchandising idea to the best store in each town you travel, you can readily earn on commission over \$100 a week on the side with a spare hour a day. No samples. Address Box 827, care of Printers' Ink, giving full particulars as to the line represented, territory covered, months on the road, etc.

\$5000 (terms) buys controlling interest in old-fashioned (19 years) printing business, money-maker, paying more than \$3000 per year. Owner retiring, 65 years old. Livest southern city, 78,000 pop., 114% gain last ten years. Unusual chance for ambitious young man. WASHINGTON DANENHOWER, President Knox Ptg. & Pub. Co., Knoxville, Tenn.

POSITIONS WANTED

Wanted—Position by reporter, or publicity work with reliable concern. Familiar with advertising. References furnished. Address C. R. Sayre, 990 Langley Road, Hampton, Va.

House-organ Editor and Publicity Manager, now with \$13,000,000 company, seeks broader opportunity, preferably in the East. Address Box 811, care of Printers' Ink.

Artist—Girl artist, experienced in line and color work, wishes connection with small advertising firm or trade journal. Available in one week. Box 826, care of Printers' Ink.

YOUNG MAN WANTS AGENCY POSITION. Taking Columbia Advertising course evenings to make himself more valuable. Address Box 824, care of Printers' Ink.

Woman—Successful publicist and feature writer, some editorial experience, wants connection where enthusiasm and integrity count. Magazine preferred. Box 821, Printers' Ink.

"Make-It-Pay" Copy Writer and Artist contemplating a change. Open to a Trade Journal proposition. Long, successful experience. Box 817, care of Printers' Ink.

Seasoned advertising man, house-organ, editorial, trade-paper, direct-mail and executive experience. Alexander Hamilton training. Seeks connection, Middle West or South. Address Box 804, P. I.

CUB ADVERTISER—Young chap, 18, two years' advertising experience, makes layouts; visualizer, writes copy. Seeks connection with an agency or manufacturer. Address Box 794, Printers' Ink.

Young Man—21, high school education, wants position with New York advertising agency. Initiative, advertising ability. Two years' merchandising experience as buyer of toilet goods. Box 823, P. I.

ADVERTISING MANAGER, plus business executive, seeks opportunity with big future with manufacturer or publisher. Any location. Age 30; married. S. F. E., Box 770, P. I.

SALES MANAGER

AVAILABLE NOVEMBER 1

Nine years with leading concern in its field having national distribution. Thoroughly experienced sales executive. Have organized and trained sales forces which produced results. Desire connection with growing concern where ability and results will be recognized. Will consider district managership. Age 32. Married. Address Box 795, Printers' Ink.

RESEARCH MAN—38, long experience, desires to establish and operate research department for representative firm; preference given permanent connection offering good future. Box 815, P. I.

POSITION WANTED

TYPOGRAPHIC EXPERT (prize-winner) as **EXECUTIVE** or **LAYOUT**; New York only; knowledge of cost and estimating; \$70. Box 816, Printers' Ink.

Copy writer; college graduate; original, forceful copy; understand rates, space buying; layouts; six months' experience. Opportunity more than financial consideration. New York preferred. Box 812, Printers' Ink.

Experienced copy writer and executive—college graduate—at present advertising manager for large corporation. This is well worth the investigation of a progressive organization. Box 790, Printers' Ink.

Some advertising office or agency in the 42d Street district needs a competent business woman to take charge of books and records. Expert accountant; bond furnished; eight years' experience; \$40 to start. Now employed. Address Box 781, Printers' Ink.

ADVERTISING SOLICITOR—Fourteen years in general, trade and export fields, including advertising and branch office manager, open for engagement. Wide acquaintance New York and Eastern territory. Thoroughly reliable; best credentials. Box 805, Printers' Ink.

ART DIRECTOR

wishes position in small, growing New York agency. Eight years' experience on magazine and trade paper editorial staffs. Some advertising copy writing. Studied Chicago Art Institute, architecture at Harvard. Rapid sketching and visualizing. Box 808, Printers' Ink.

He Is Ready To Work For You

He is a young man—23. He writes punchy copy. He has been two years in the advertising business. He wants a worth-while job with a growing agency or manufacturer. Box 797, care of Printers' Ink.

FINANCIAL

Copywriter and advertising man whose ads during the past year have placed hundreds of new accounts on the books and whose originality of treatment has evoked much favorable comment from investment houses and banks, is open to a proposition in that capacity. Now connected. Address Box 786, Printers' Ink Pub. Co., 833 Peoples Gas Bldg., Chicago.

ADVERTISERS ATTENTION

Young advertising salesman wishes permanent position as advertising manager with a reputable concern. He is a college graduate. He has advertising sense, ginger, and personality, and he will locate wherever the best opportunity presents itself. Best of references. Box 813, care of Printers' Ink.

PURCHASING AGENT—Nine years' experience buying printing, paper, office supplies. Knows printing from A to Z, including layouts, type faces, engraving, etc. Can buy for trade prices. Thoroughly understands paper, their sizes, weights, qualities and market prices today. Box 814, Printers' Ink.

Efficiency from Three Angles: Practical "visualizer," who is **IDEA-LAYOUT-COPY** Man, seeks job where qualifications will count most—with New York Advertising Agency or New York Newspaper advertising department. Has record of successful advertising, local and national magazine, and newspaper campaigns. Box 818, Printers' Ink.

SALES AND ADVERTISING MANAGER seeks a job where real constructive sales and advertising knowledge are essential requisites in securing maximum sales results. Now employed, but desires change because of limited production facilities of present employer. Address Confidential, Box 801, Printers' Ink.

Assistant Sales Manager

Available Immediately

Qualified to plan and direct sales and local advertising. Ten years' Drug and Dept. Store Trade experience. Can show successful sales record covering entire U. S. Age 30, medical education, Christian and American. Box 789, P. I.

Experienced Business Woman wishes responsible position. Twelve years' experience purchasing and national organization work. Extensive travel in States and abroad. Capable directing working forces. Thorough knowledge compiling general and technical mailing lists. Excellent credentials. Available Sept. 15. Salary and commission. Box 796, Printers' Ink.

THE TIME, THE PLACE— AND THE MAN

If in your organization you can use a live publicity and newspaper man who has successfully promoted campaigns, written for and edited well-known magazines, and is capable of "selling" you or your product to the public, give me an interview. Box 799, P. I.

AGENCY-TRAINED MAN, 28, with a background of selling experience, wants job as right hand to an executive. You can depend on him. He gets things done. He can write terse, down-to-earth, human stuff with merchandising in it. He makes a strong, sensible layout a printer can follow. Can take hold and direct correspondence. Can get out a house-organ that will be read—full of news and humor and sound selling talk. A college graduate. People like him—and he wears well. It will be a responsible job with a future to it that will take him away from the small agency in a large Eastern city where for the past fifteen months he has been copy and contact man. Have you that job? Address Box 773, Printers' Ink.

ADVERTISING MAN employed as assistant production manager in agency, understands purchasing engravings, printing, laying out of booklets, ads, etc., desires to obtain position as assistant to advertising manager or similar agency connection. Box 777, Printers' Ink.

Assistant Sales Manager. At present in such position with large corporation. Previously had several years' steady growth with largest maker of electrical equipment. A practical salesman, age 40, native American, healthy, married and in good standing; willing, conscientious worker, accustomed to detail and responsibility. For family reasons desire a change. Salary \$3500 and opportunity. Box 793, Printers' Ink.

Young Production Expert desires to make connection with Advertising Agency or an Industrial. Knows paper, printing and allied trades, but seeks further opportunity along creative lines. In the decade elapsed since graduation from college, has acquired the background of broad business experience plus the intimate knowledge of the printing craft. At present employed by a house of national reputation in the direct advertising field. Available October 1. Address Box 820, P. I.

A WOMAN WITH BUSINESS ABILITY— PLEASING PERSONALITY

wants job as "contact man" with agency or manufacturer who needs some one with sales promotion ideas; tact; education and refinement. Experience with national advertisers. At present employed, but wants greater opportunity. Minimum salary \$4,000. Write Box 806, Printers' Ink.

TO PROPRIETARY MEDICINE MANUFACTURERS

A thoroughly experienced and successful executive who stands very high with the wholesale and retail drug trade in all parts of the country, and is familiar with all angles of marketing, distributing and selling proprietary remedies, desires to make connection with a first-class concern. Proof of ability and record of results achieved for others submitted. Interview requested. Address X. Y. Z., Box 772, P. I.

To the Advertising Manager Who Needs a Real Helper

I want to work with an advertising manager handling a national account, either as secretary-stenographer or assistant—the important thing is an opportunity to do constructive, interesting work. Have had eight years' experience in just this line of work, and have both bought and sold printing. Can take full responsibility for department details. Former employer has credited me with "intelligent discrimination, unflinching accuracy and good judgment, real conception of advertising, ready for any emergency." Are you interested in a woman of my ability and training? Box 819, P. I.

I AM "OVER 21," AND MY FIRST VOTE GOES TO THE MAN WHO ELECTS ME HIS SECRETARY, with chance to write copy. Thoro knowledge of word values. Ability to read and write Spanish. Eight years' experience as teacher. At present filling good position as secretary. But my first, middle, and last interest in life is Advertising. Woman, Box 792, Printers' Ink.

Assistant to Advertising Manager or Sales Executive—Young man 25 years of age, of character, good breeding and personality, college education. Experienced as advertising man, mail order and correspondent. May be relied upon to accept responsibility and relieve employer of details. Now acting in same capacity with an organization but advancement is limited. Box 787, P. I.

DO YOU WANT A GOOD COPY AND LAYOUT MAN?

Not one who grabs a few obvious facts, then thinks up tricky phrases to conceal the meagerness of ideas, but one who will dig, learn the product, then write about it sensibly and humanly.

I know how to produce good advertising. I know art work and engravings. I can handle the entire production department if desired. Somewhere along the Atlantic Coast preferred. Box 783, P. I.

AN EXECUTIVE

with broad manufacturing, sales and banking experience in important managerial capacities with large industrial, and New York banking house, desires to join a reliable out-of-town manufacturing, selling or banking organization in official or executive capacity. A young man particularly successful in getting the co-operation of others. He has the experience to improve old methods, the initiative to develop new ideas and the enthusiasm so necessary for results. Would make an able organization head, general or sales manager or assistant to busy executive. College education, pleasing personality and splendid references. This advertisement prompted by a desire to get away from New York City. Salary not so important as the future, but should be about \$12,000 per year. Wish permanent connection with clean, high-grade organization in happy, wholesome environment in which to raise family. Box 828, P. I.

On Oct. 15 or Nov. 1---

The Advertising and Business Manager of daily paper in city of 45,000 wishes to make a change. Twelve years' experience in writing and selling advertising, including department store and agency copy writing. Age 32; first-class salesman; facile writer. Would be ideal man to take charge of advertising on second or third daily in city with keen competition between papers. Salary \$85 a week. Address Box 810, care Printers' Ink.

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EFFICIENT SERVICE

The proper presentation of outdoor advertising requires unusual care in space selection, design, execution, construction and maintenance. That advertisers may be assured of efficient country-wide service, plants are maintained by the Thos. Cusack Co., at

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DENVER	ROCHESTER
LOUISVILLE	TOLEDO
ATLANTA	OMAHA
BIRMINGHAM	COUNCIL BLUFFS
MEMPHIS	DAYTON
NASHVILLE	HARTFORD
YOUNGSTOWN	SPRINGFIELD
DULUTH	WILMINGTON
SUPERIOR	ATLANTIC CITY
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Thos. Cusack Co.

Chicago

New York

Color Monopoly

Color is used by advertisers to make their appeals distinctive. The more color there is in a publication the less distinctive is any one color ad.

Out of the hundreds of ads in the mammoth Chicago Sunday Tribune not more than three can be in color. These three occupy dominating space in a section of practically universal appeal.

Four advertisers are now using color in The Chicago Tribune on alternate weeks. During 1921 eight more can be added as follows:

Four at

\$35,100 each

*for 13 double-page spreads
in 4 colors in the "Blue
Ribbon" fiction section of
The Chicago Tribune.*

Four at

\$15,600 each

*for 13 inside back covers
in 2 colors in the "Blue
Ribbon" fiction section of
The Chicago Tribune.*

The Chicago Tribune

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